STRATEGIC OBJECTIVE #2:
ADVANCE SUSTAINABLE DEVELOPMENT AND GLOBAL INTERESTS

STRATEGIC GOAL 9: SOCIAL AND ENVIRONMENTAL ISSUES

Improve Health, Education, Environment, and Other Conditions for the Global Population

I. Public Benefit

Disease, poverty, displacement, irregular migration, lack of education, and environmental degradation destroy lives, ravage societies, destabilize regions, and cheat future generations of prosperity. By supporting over ten Presidential Initiatives and numerous programs that integrate economic growth with social development and environmental stewardship, the Department and USAID are extending the basic values American citizens hold dear: prosperity, sustainable management of natural resources, good health, and knowledge-based society.

U.S. investments have stimulated the rapid expansion of HIV/AIDS treatment, prevention, and care in high-priority countries, along with improved quality of life for affected persons. More couples are able to decide the number and spacing of their children and have access to skilled childbirth care. More children are being immunized and survive common childhood illnesses. Access to effective prevention and treatment for malaria and tuberculosis has expanded, as has international engagement to address Avian Influenza, eradicate polio, improve health systems, and understand chronic disease. Through regional dialogues and protection and assistance to vulnerable migrants, the Department and USAID promote effective and humane international migration policies and systems.

Chad Country Manager for Ambassadors Girls' Scholarship Program, Alexandra Zekas, talks to girls in a school in Chad, February 2006.
AP/Wide World

Nearly 24% of adults in the developing world are non-literate. Investments in basic education are critical to provide millions with the literacy and numeracy skills needed to live productively in today's world. Improved higher education promotes stable, skilled work forces, economic betterment, and an informed society that demands and participates constructively in democratic institutions.

Sound governance of natural resources not only protects the planet, it is a key attribute of democratic governance and sustainable growth. Conservation of biodiverse ecosystems provides income, sustainable livelihoods and a healthy foundation for human well-being. By promoting access to clean drinking water and clean, modern energy, by sustainably managing fisheries, forests, and other flora and fauna, by keeping dangerous chemicals and other pollutants out of terrestrial and marine environments, by increasing resilience to climate variability and change, and by improving the environmental capacity of trade partners, the U.S. is promoting economic prosperity in sustainable harmony with nature. By building broad partnerships among U.S. Government agencies, foreign governments, international organizations, and the private sector, all of these initiatives reduce the strains on society that lead to conflict and even terrorism, while inculcating democratic values of participatory decision-making, rule of law, and transparency.
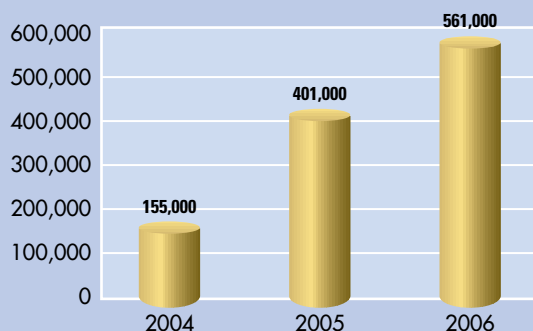
ARCTIC CONSERVATION AREA TOPOGRAPHIC MAP

The Conservation of Arctic Flora and Fauna is a working group under the Arctic Council for the countries of the U.S., Russia, Denmark, Canada, Sweden, Iceland, Norway and Finland and indigenous peoples. Monitoring, assessment, protected areas and conservation strategies are all tasks under this working group. The area that the working primarily addresses is presented in the map below.
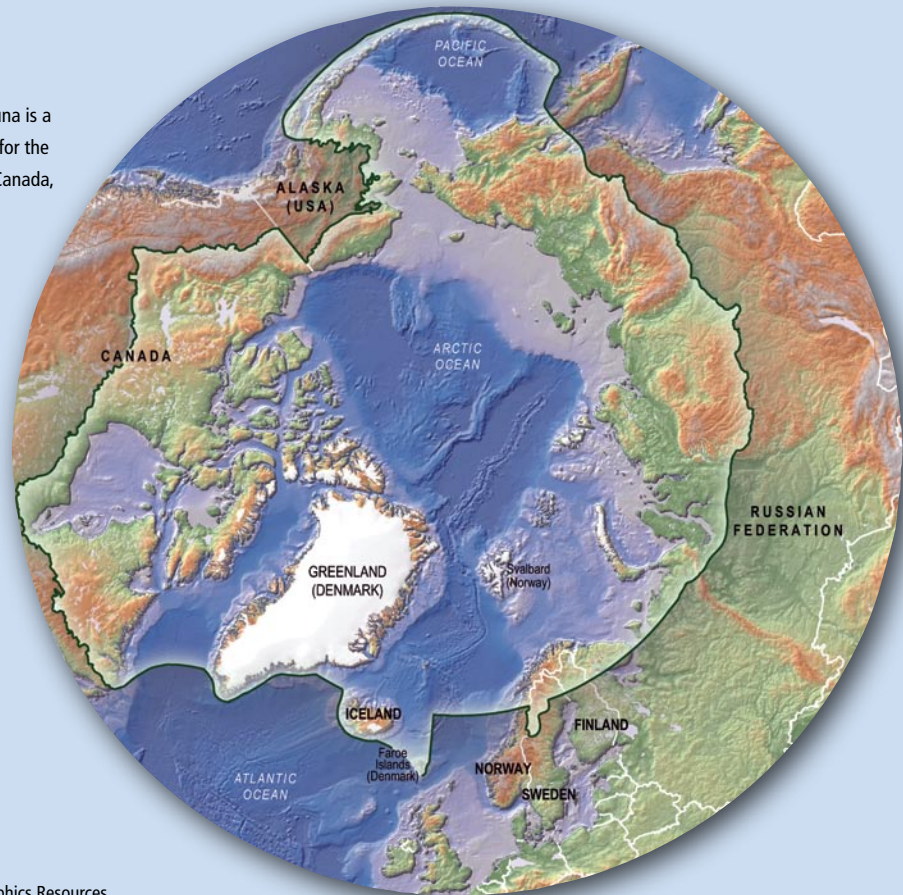
Source: UNEP/GRID-Arendal Library of Graphics Resources

II. Selected Performance Trends

Number of People Receiving HIV/AIDS Treatment in 15 Focus Countries
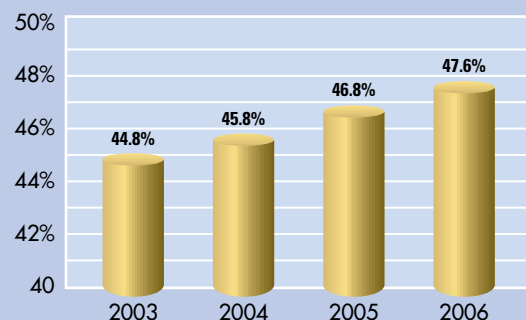
Year	Number
2004	155,000
2005	401,000
2006	561,000

Percent of Live Births Attended by Skilled Birth Attendants

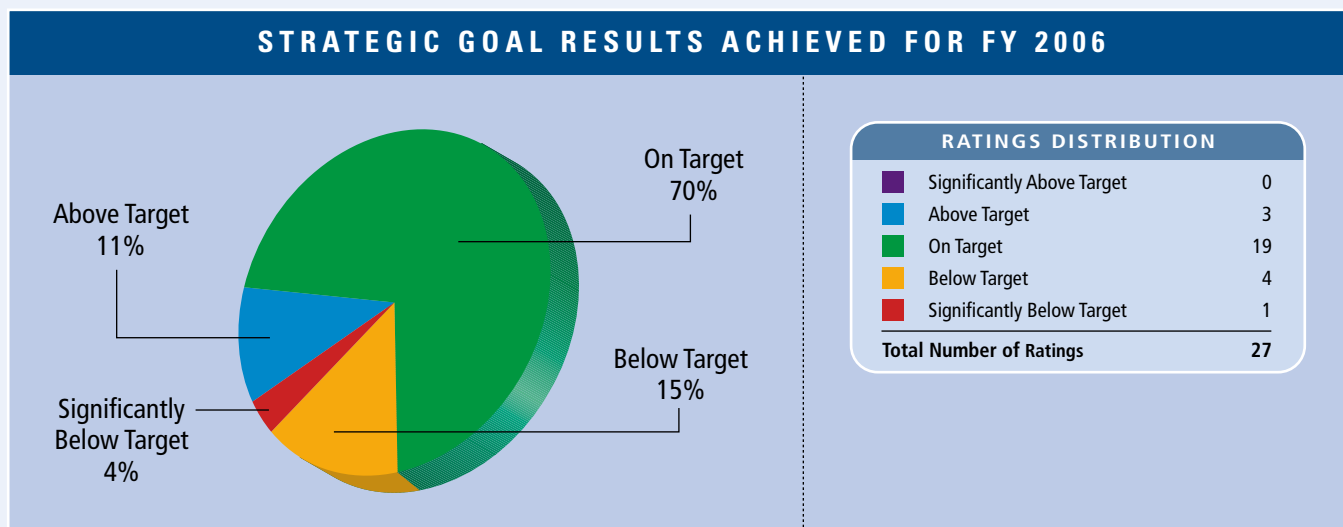| Year	Percent
2003	44.8%
2004	45.8%
2005	46.8%
2006	47.6%

III. Strategic Context

Shown below are the performance goals, initiatives/programs, and the major resources, bureaus and partners that contribute to accomplishment of the Social and Environmental Issues strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	External Partners
Social and Environmental Issues	Global Health	HIV/AIDS	GHAI, CS&H, ESF, FSA, SEED, FMF, PL480 Title II	S/GAC, GH	HHS, DoD, DOL, Commerce, Peace Corps, NSC, UNAIDS, WHO, UNICEF, Global Fund to Fight AIDS, TB, and Malaria, host country governments, private sector entities
		Infectious Diseases	CIO, CS&H, D&CP, ESF, GAI, IO&P	OES, IO, S/GAC, G/AIAG, GH	UNICEF, HHS, CDC, UN, WHO, private sector entities
		Maternal and Reproductive Health	CIO, CS&H, D&CP, IO&P	PRM, GH	UNICEF, HHS, UN, WHO, private sector entities
		Child Health	CIO, D&CP, IO&P, CS&H	GH	UNICEF, HHS, UN, WHO, private sector entities
	Environmental Protection	Institutionalizing Sustainable Development	D&CP, ESF	OES, PPC	EPA, USDA, NOAA, DOE, Smithsonian Institution, civil society and private sector entities
		Coastal and Marine Resources	D&CP, ESF, IO&P	OES, EGAT	NOAA, USFWS, EPA, NSF, NRC, NASA, DoD, USTR, USCG, NGOs, International Organizations, and International Coral Reef Initiative Partners
		Conservation of Biological Diversity, Protected Areas, Forests, and Other Natural Resources	D&CP, ESF, DA	AF, OES, WHA, EGAT, AFR	USDA, Treasury Department, USDA-Forest Service, NGOs, International Organizations
		Global Climate Change	D&CP, IO&P, ESF	OES, STAS, EGAT	DOE, EPA, CEQ, CEA, NOAA, NASA, Treasury, USDA, NSF, DOC, DOI, DOT, DoD
	Access to Quality Education	Improved Access to Quality Education	D&CP, DA	EGAT, AFR	World Bank, UNESCO, OPIN
	Migration Policies and Systems	Effective and Humane Migration Policies and Systems	ERMA, MRA	PRM	IOM, DHS

IV. Performance Summary

The chart below summarizes the performance ratings for Department of State and USAID results for the Social and Environmental Issues strategic goal.

STRATEGIC GOAL RESULTS ACHIEVED FOR FY 2006

On Target
70%

Above Target
11%

Significantly
Below Target
4%

Below Target
15%

RATINGS DISTRIBUTION

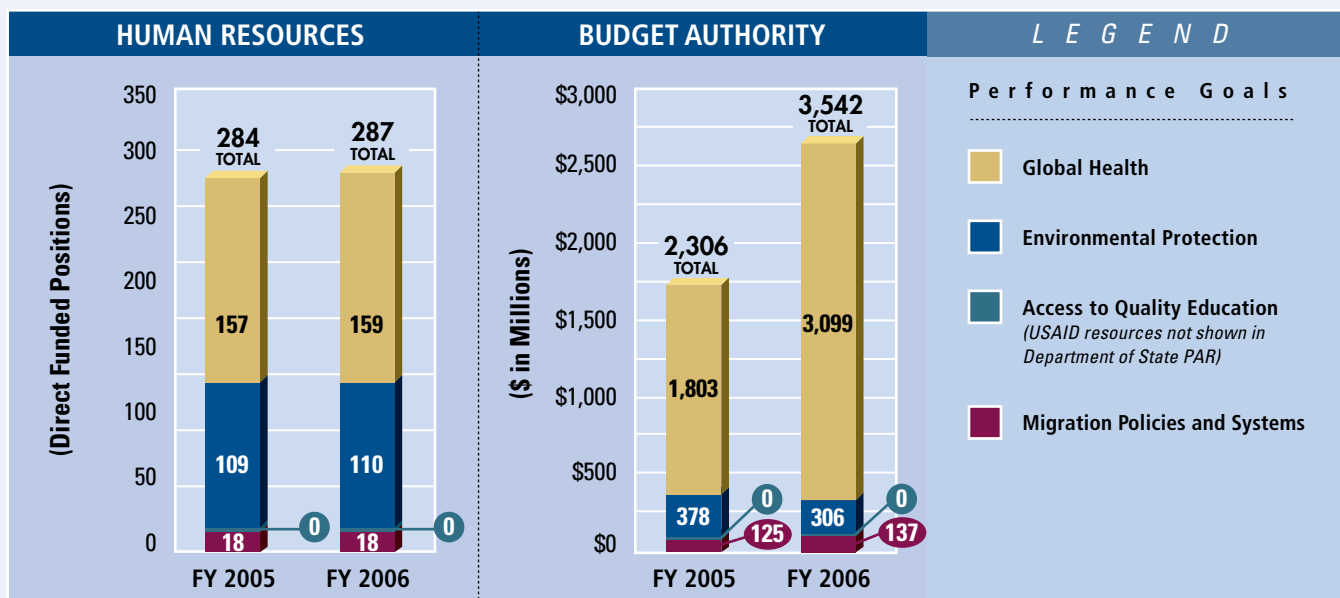|		
■ Significantly Above Target	0
■ Above Target	3
■ On Target	19
■ Below Target	4
■ Significantly Below Target	1
Total Number of Ratings	**27**

V. Performance Analysis

PERFORMANCE TRENDS. Performance under the President's Emergency Program for AIDS Relief (PEPFAR) continued the favorable trend to prevent the spread of AIDS in particularly vulnerable countries and treat those afflicted with the illness. The percentage of the world's population with access to tuberculosis care and treatment continued its steady multiyear upward trend. There was also sustained progress toward more effective implementation of treaties and agreements on natural resources management.

HIGH-LEVEL RESULTS. The Department and USAID continued making progress toward PEPFAR's five-year goals of supporting treatment for 2 million people infected with HIV, prevention of 7 million new HIV infections, and care for 10 million people infected and affected by HIV/AIDS, including orphans and vulnerable children. Sustained commitment to working bilaterally and with multilateral organizations strengthened cooperation on international environmental issues such as marine species management and biodiversity conservation.

RESULTS SIGNIFICANTLY ABOVE OR SIGNIFICANTLY BELOW TARGET. The effectiveness of USAID-sponsored higher education and workforce development programs was evaluated using preliminary data, and was significantly below target. USAID will review this indicator when final performance data is received.

KEY INITIATIVES AND PROGRAMS. In FY 2006, the Department and USAID continued to demonstrate leadership and commitment to the U.S. Government's social and environmental goals. For example, $1.58 billion was programmed for child survival and health initiatives, $2.5 billion was set aside for HIV/AIDS prevention and treatment programs, $365 million was allocated for basic education activities, and $200 million was made available for drinking water supply projects, including $50 million for programs in Africa.

VI. Resources Invested

HUMAN RESOURCES

(Direct Funded Positions)

	FY 2005	FY 2006
TOTAL	284	287
Global Health	157	159
Environmental Protection	109	110
Migration Policies and Systems	18	18
Access to Quality Education	0	0

BUDGET AUTHORITY

($ in Millions)

	FY 2005	FY 2006
TOTAL	2,306	3,542
Global Health	1,803	3,099
Environmental Protection	378	306
Migration Policies and Systems	125	137
Access to Quality Education	0	0

LEGEND

Performance Goals

- Global Health
- Environmental Protection
- Access to Quality Education
  (USAID resources not shown in Department of State PAR)
- Migration Policies and Systems

A villager from Navobod in Tajikistan's Sughd Province collects water from a USAID-funded pump located steps away from his home.
Mercy Corps Photo

VII. Performance Results

For each initiative/program that supports accomplishment of this strategic goal, the most critical FY 2006 performance indicators and targets are shown below.

ANNUAL PERFORMANCE GOAL 1

IMPROVED GLOBAL HEALTH, INCLUDING CHILD, MATERNAL, AND REPRODUCTIVE HEALTH, AND THE REDUCTION OF ABORTION AND DISEASE, ESPECIALLY HIV/AIDS, MALARIA, AND TUBERCULOSIS.

I/P: HIV/AIDS

INDICATOR: Number of People Receiving HIV/AIDS Treatment in the 15 Focus Countries of the President's Emergency Plan for AIDS Relief
PART Output

JUSTIFICATION: The Emergency Plan targets $10 billion in funding for HIV/AIDS prevention, care, and treatment in 15 of the most affected countries: Botswana, Cote d'Ivoire, Ethiopia, Guyana, Haiti, Kenya, Mozambique, Namibia, Nigeria, Rwanda, South Africa, Tanzania, Uganda, Vietnam, and Zambia. One of the core goals of the Emergency Plan is to support treatment for 2 million people.

FY 2006 PERFORMANCE	Target	665,000 individuals receiving HIV/AIDS treatment across the 15 focus countries.
	Results	As of March 31, 2006, the Emergency Plan supported anti-retroviral treatment for 561,000 men, women, and children. Of those treated, 61 percent were female. This mid-year result represents 84% of the goal of treating 665,000 individuals by October 2006. End-of-FY 2006 data will be available with the release of the Third Annual Report to Congress on the Emergency Plan, on or around January 31, 2007.
	Rating	▮ On Target
	Impact	HIV/AIDS, with its implications for security, economic stability, and overall development, is one of the biggest threats facing nations today. Providing treatment to persons living with HIV/AIDS dramatically increasing their well-being and thereby helps address these threats. Lives are extended, families are held intact, productivity of working age persons continues, and nations move forward with development.
PERFORMANCE DATA	Data Source	● Annual and semi-annual progress reports from each of the focus countries reporting numbers of people receiving treatment in each country. ● Annual reports by UNAIDS and the WHO identifying numbers of people receiving treatment.
	Data Quality (Verification)	The Office of the Global AIDS Coordinator reviews and evaluates the accuracy and quality of results submitted through the progress reports.
PAST PERFORMANCE	2005	401,000 individuals received HIV/AIDS treatment across the 15 focus countries.
	2004	155,000 individuals received HIV/AIDS treatment across the 15 focus countries.
	2003	The President's Emergency Plan for AIDS Relief was announced in January 2003; the U.S. Leadership Against HIV/AIDS, Tuberculosis, and Malaria Act of 2003, consolidating all U.S. Government HIV/AIDS programs under the Office of the Global AIDS Coordinator, was signed into law in May.

I/P: HIV/AIDS *(continued)*

INDICATOR: Estimated Number of HIV Infections Prevented in the 15 Focus Countries of the President's Emergency Plan for AIDS Relief

PART Output

JUSTIFICATION: Slowing the rate of new HIV infections is the most difficult challenge in the fight against HIV/AIDS, but it is critical to winning the fight. One of the core goals of the Emergency Plan is to support prevention of 7 million new infections.

FY 2006 PERFORMANCE		
Target	An estimated 1.9 million HIV infections prevented across the 15 focus countries.	
Results	The Census Bureau model that will allow estimation of cases averted (other than infant infections) is expected to be available in late 2006. With respect to prevention of mother-to-child transmission through March 31, 2006, the Emergency Plan supported services for women during more than 4.5 million pregnancies, antiretroviral prophylaxis for women during 342,200 pregnancies, and prevented an estimated 65,100 infant HIV infections.	
Rating	■ **On Target**	
Impact	Prevention is the only long-term, sustainable solution to turn the tide against HIV/AIDS. It decreases the burden of the disease on individuals, families, and nations.	

PERFORMANCE DATA		
Data Source	• Annual and semi-annual progress reports from each of the focus countries will report results for numbers of persons receiving prevention services and the number of infections prevented. • Country bi-annual reports from UNAIDS reporting prevalence rates. • Country demographic health surveys reporting HIV/AIDS prevalence rates.	
Data Quality (Verification)	The Office of the Global AIDS Coordinator reviews and evaluates the accuracy and quality of results submitted through the progress reports.	

PAST PERFORMANCE		
2005	A total of 42,802,800 individuals were reached with prevention activities, including 24,862,000 individuals reached by community outreach promoting HIV/AIDS prevention through abstinence and/or being faithful and 17,941,100 individuals reached by community outreach programs that promote other prevention strategies.	
2004	Funds obligated to provide HIV prevention services to 47.8 million people across the 15 focus countries, with an estimated 1.3 million infections prevented.	
2003	The President's Emergency Plan for AIDS Relief was announced January 2003; the U.S. Leadership Against HIV/AIDS, Tuberculosis, and Malaria Act of 2003, consolidating all U.S. Government HIV/AIDS programs under the Office of the Global AIDS Coordinator, was signed into law in May.	

Philippines Health Secretary Francisco Duque, left, Ambassador Kristie Kenney, center, and USAID acting Mission Director Francis Donovan at the signing of a bilateral agreement to improve public health service in the Philippines, September 2006. AP/Wide World

I/P: HIV/AIDS *(continued)*

INDICATOR: Number of People Receiving HIV/AIDS Care and Support Services in the 15 Focus Countries of the President's Emergency Plan for AIDS Relief

PART Output

JUSTIFICATION: Care and support services for people infected and affected by HIV/AIDS, including orphans and vulnerable children, can mitigate the consequences of HIV/AIDS by restoring health and productivity and ensuring that orphans and vulnerable children have access to essential services such as health and education. One of the core goals of the Emergency Plan is to support care for 10 million people infected and affected by HIV/AIDS.

FY 2006 PERFORMANCE	**Target**	4.3 million people infected and affected by HIV/AIDS receiving HIV/AIDS care and support services across the 15 focus countries.
	Results	As of March 2006, the Emergency Plan supported care for nearly 3 million individuals, including care for more than 1,323,000 orphans and vulnerable children. This mid-year result represents 89% of the goal of caring for 4,300,000 individuals by October 2006.
	Rating	🟩 **On Target**
	Impact	Care services, including for orphans and vulnerable children, mitigate the severe pain and debilitating symptoms caused by HIV/AIDS as well as its social and economic consequences.
PERFORMANCE DATA	**Data Source**	Annual and semi-annual progress reports from each of the focus countries reporting numbers of people receiving care and support in each country.
	Data Quality (Verification)	The Office of the Global AIDS Coordinator reviews and evaluates the accuracy and quality of results submitted through progress reports.
PAST PERFORMANCE	**2005**	HIV/AIDS care and support services provided to 2,986,200 people infected and affected by HIV/AIDS across the 15 focus countries.
	2004	HIV/AIDS care and support services provided to 1,727,100 people infected and affected by HIV/AIDS across the 15 focus countries.
	2003	The President's Emergency Plan for AIDS Relief was announced January 2003; the U.S. Leadership Against HIV/AIDS, Tuberculosis, and Malaria Act of 2003, consolidating all U.S. Government HIV/AIDS programs under the Office of the Global AIDS Coordinator, was signed into law in May.

HIV/AIDS Treatment and Assistance in South Africa

Nompumelelo, a 27-year-old resident of South Africa, initially kept her HIV-positive status a secret from her family and friends. "It was a very big shock when I discovered I was positive," she said. She worried about the health of her three-year-old son, Elihle. "I went to get him tested. ... I was devastated when he was also positive." Nompumelelo received medical aid that allowed Elihle to start taking antiretroviral drugs immediately. Unfortunately, there was not enough money to pay for her treatment as well. In January 2004, a test revealed that she desperately needed to start antiretroviral treatment. Nompumelelo did not believe she had any options, until a friend told her about McCord Hospital's Sinikithemba Clinic in Durban. Sinikithemba is a Zulu word meaning "place of hope," and the clinic has lived up to its name. With support from the U.S. President's Emergency Plan for AIDS Relief, the Elizabeth Glaser Pediatric AIDS Foundation works with the clinic to provide antiretroviral treatment to adults and children living with HIV/AIDS, including Nompumelelo and Elihle.

With support from the President's Emergency Plan for AIDS Relief, Nompumelelo and Elihle receive antiretroviral treatment at Sinikithemba Clinic in Durban, South Africa. State Department Photo

I/P: INFECTIOUS DISEASES

INDICATOR: Tuberculosis Treatment Success Rate (18 Countries)

Output

JUSTIFICATION: Tuberculosis Treatment Success Rate is defined as the proportion of patients who complete their entire course of treatment. The above indicator reflects the Tuberculosis Treatment Success Rate by countries receiving assistance from USAID.

FY 2006 PERFORMANCE		
Target	Tuberculosis Treatment Success Rate (for 2006): ● No countries with less than 50% ● 13 countries with 50-84% ● 5 countries with 85% or more.	
Results	Tuberculosis Treatment Success Rate (for 2006): ● No countries with less than 50% ● 12 countries with 50-84% ● 6 countries with 85% or more.	
Rating	🟩 **On Target**	
Impact	USAID assistance directly contributes to important advances in the control of tuberculosis through directly observed treatment short-course strategy.	

PERFORMANCE DATA		
Data Source	WHO Reports, Global Tuberculosis Control, Geneva.	
Data Quality (Verification)	The Agency's performance data are verified using Data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).	

PAST PERFORMANCE		
2005	Tuberculosis Treatment Success Rate (for 2005): ● No countries with less than 50% ● 14 countries with 50-84% ● 4 countries with 85% or more.	
2004	Tuberculosis Treatment Success Rate (for 2004): ● No countries with less than 50% ● 15 countries with 50-84% ● 3 countries with 85% or more.	
2003	**Baseline:** Tuberculosis Treatment Success Rate (for 2000): ● No countries with less than 50% ● 14 countries with 50-84% ● 4 countries with 85% or more.	

I/P: INFECTIOUS DISEASES *(continued)*

INDICATOR: Case Detection Rate for Tuberculosis (18 Countries)

Output

JUSTIFICATION: The proportion of annual new smear-positive notifications divided by the estimated annual new smear-positive cases (incidence). The above indicator reflects the Tuberculosis Case Detection Rate by countries receiving assistance from USAID.

FY 2006 PERFORMANCE		
Target	Case Detection Rate: ● 8 countries with less than 40% ● 9 countries with 40-69% ● 1 country with 70% or more.	
Results	Case Detection Rate: ● 5 countries with less than 40% ● 10 countries with 40-69% ● 3 countries with 70% or more.	
Rating	■ **Above Target**	
Impact	USAID assistance directly contributes to important advances in the control of tuberculosis through the directly observed treatment short term strategy.	

PERFORMANCE DATA		
Data Source	WHO Reports, Global Tuberculosis Control, Geneva. This indicator only tracks 18 of USAID's 19 Tier 1 countries for which progress can be monitored consistently over time (Ukraine does not have the validated data for this indicator).	
Data Quality (Verification)	The Agency's performance data are verified using Data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).	

PAST PERFORMANCE		
2005	Case Detection Rate: ● 8 countries with less than 40% ● 9 countries with 40-69% ● 1 country with 70% or more.	
2004	Case Detection Rate: ● 9 countries with less than 40% ● 8 countries with 40-69% ● 1 country with 70% or more.	
2003	Case Detection Rate: ● 9 countries with less than 40% ● 8 countries with 40-69% ● 0 countries with 70% or more.	

I/P: INFECTIOUS DISEASES (continued)

INDICATOR: Percentage of Households in Malaria Endemic Areas with at Least One Insecticide Treated Net

Output

JUSTIFICATION: This indicator measures the proportion of households with at least one insecticide-treated net in 17 USAID/malaria-supported countries. Insecticide-treated mosquito nets, if used properly, are one of the best ways to prevent mosquitoes from biting and infecting individuals with malaria.

FY 2006 PERFORMANCE		
Target	Insecticide Treated Net Coverage Rate: 35%.
Results	Insecticide Treated Net Coverage Rate: 29% of households in 18 USAID/malaria-supported countries had at least one insecticide-treated net. These results are for FY 2005. Please see "Reason for Shortfall" below.
Rating	▊ **Below Target**
Impact	Insecticide Treated Nets are an important component of an overall strategy to control malaria, especially for children, which results in a 20 percent decrease in deaths.
Reason for Shortfall	2005 coverage data, much of which was collected in 2003 and 2004, are the only data available at this time. Therefore, these data do not completely reflect the FY 2006 investments that USAID has made with funding from the President's Malaria Initiative as well as investments made in FY 2005 prior to the Presidential Initiative.
Steps to Improve	USAID expects an increase in malaria monitoring and evaluation activities which will enable the Agency to report more up to date information on 2006 coverage data in the future.

PERFORMANCE DATA		
Data Source	Preliminary result data from USAID's Global Health Bureau.
Data Quality (Verification)	The Agency's performance data are verified using Data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

PAST PERFORMANCE		
2005	Insecticide Treated Net Coverage Rate: 29%.
2004	Insecticide Treated Net Coverage Rate: 2%.
2003	N/A.

Ambassador Randall Tobias applauds first lady Laura Bush after a June 2006 speech to announce a presidential initiative to control malaria in Africa.
AP/Wide World

I/P: INFECTIOUS DISEASES *(continued)*

INDICATOR: Capacity of WHO's Global Infectious Disease Network to Respond to Disease Outbreaks

Outcome

JUSTIFICATION: This indicator tracks the progress of the World Health Organization (WHO) International Health Regulations (IHRs), an important measure of WHO and global abilities to respond to public health emergencies of international concern.

FY 2006 PERFORMANCE		
Target	States Parties submit any reservations to the International Health Regulations, seek to conform national legislative and administrative arrangements, and begin core capacity development in surveillance, preparedness, and response. Adoption at the May 2006 World Health Assembly of a resolution urging voluntary early implementation.
Results	In May 2006, the World Health Assembly passed a resolution urging voluntary early implementation of the International Health Regulations. U.S. preparations are nearly complete for the submission of a reservation that clarifies that the U.S. will implement the International Health Regulations in a manner consistent with U.S. principles of federalism.
Rating	🟩 **On Target**
Impact	Upon entry-into-force in June 2007, States Parties will be obligated to report, and respond to public health emergencies of international concern, including mandatory reporting of smallpox, polio, Severe Acute Respiratory Syndrome, and human cases of the H5N1 strain of avian influenza or any other novel subtype of influenza. The regulations provide the legal framework for strengthening detection, sharing urgent public health and epidemiological information on an outbreak that could have global impact or cross international borders and for joint action to contain and mitigate its impact. WHO maintains an effective, proactive Global Outbreak Alert and Response Network, and can tap into a pool of human and technical resources for the rapid identification, confirmation of, and response to outbreaks.

PERFORMANCE DATA		
Data Source	WHO, Department of Health and Human Services (Centers for Disease Control and Prevention), other governments, media or informal sources.
Data Quality (Verification)	International Health Regulations and other relevant documents are subject to public review on the WHO website (www.who.int/en).

PAST PERFORMANCE		
2005	Negotiations were completed and the final text was approved at the 58th World Health Assembly in May 2005. Countries also committed to take action to voluntarily comply with the regulations prior to their entry-into-force in 2007.
2004	Completed technical review of the revised regulations at global, regional, and sub-regional levels. A revised draft was submitted to Member States for review and consideration at the Intergovernmental Working Group in November 2004.
2003	WHO strengthened its activities related to global and national-level disease surveillance and undertook major efforts with governments in limiting and controlling Severe Acute Respiratory Syndrome.

A Thai worker sprays disinfectant on chicken cages in Suphanburi, Thailand, a province north of Bangkok. AP/Wide World

I/P: INFECTIOUS DISEASES *(continued)*

INDICATOR: Effectiveness of Surveillance and Response Capacities Worldwide

Output

JUSTIFICATION: Disease surveillance is a key part of improving global health by better identifying, tracking, and communicating about disease outbreaks.

FY 2006 PERFORMANCE		
Target	• Support preparedness response plans for key diseases and bioterrorist events in two selected countries and begin work on building an international platform for information sharing. • Carry out regional meetings to encourage information sharing and collaborative planning among countries to ensure that information can be acted upon expeditiously. • African regional rapid response teams established to conduct epidemiological investigations on infectious diseases of public health importance.	
Results	• The U.S. has actively supported development of avian and pandemic influenza preparedness plans in 53 countries including in Turkey, Vietnam, Indonesia, Cambodia, Laos, and Nigeria. • The U.S. launched the International Partnership for Avian and Pandemic Influenza to share information, identify/discuss critical policy issues, and jointly develop a plan of action for coordinating national activities for pandemic preparedness. • The U.S., with Switzerland, co-sponsored a bioterrorism tabletop exercise for senior leaders from a broad range of international organizations emphasizing the importance of non-traditional partnerships across diverse sectors including law enforcement, health, military, humanitarian response, defense, transportation, and security. • The U.S. launched the Security and Prosperity Partnership with Canada and Mexico, in part to enhance critical infrastructure protection and implement a common approach to biosecurity and emergency response. • The U.S.—supported regional Global Disease Detection Response Center in Kenya is fully operational and provides comprehensive disease surveillance and response activities for Africa, including a Field Epidemiology and Training Program and International Emerging Infections Program. It continues to be critical to the ongoing investigation and response to the outbreak of avian influenza in Nigeria.	
Rating	🟩 **On Target**	
Impact	The U.S. has humanitarian, security, and economic interests in helping countries deal with infectious disease outbreaks. If there is insufficient capacity and resolve in key developing countries, infectious disease outbreaks could spread and directly affect the health and safety of Americans at home and abroad, could aggravate social and political instability nationally and/or regionally, and could have substantial national, regional, and/or global economic impact.	

PERFORMANCE DATA		
Data Source	• Reports from posts and countries on preparedness response plans. • Reports from regional meetings addressing information sharing about biosurveillance.	
Data Quality (Verification)	Reports are sourced from technical staff at the Department of Health and Human Services directly responsible for global disease detection and response provided results information.	

PAST PERFORMANCE		
2005	• Kenya, Thailand, Guatemala, Egypt, and China served as regional centers for disease surveillance, confirmation, and response. • A Memorandum of Understanding between the U.S. and China established a formal framework for an International Emerging Infections Program.	
2004	Because preparedness response planning, information gathering and regional response capacity are very limited in much of the world, the Department has initiated assessment of USG capacity for international disease surveillance and compile list of resources and contacts and initiated an interagency process to discuss possibilities to improve surveillance and response. The Department also incorporated surveillance and response into planning for relevant diseases.	
2003	N/A.	

I/P: MATERNAL AND REPRODUCTIVE HEALTH

INDICATOR: Percent of Live Births Attended by Skilled Birth Attendants

Output

JUSTIFICATION: In many countries most births occur at home. Prompt recognition of complications, initiation of treatment, and referral by a skilled birth attendant can be life saving.

FY 2006 PERFORMANCE		
Target	Percent of Live Births Attended by Skilled Birth Attendants: 46.8%.
Results	Percent of Live Births Attended by Skilled Birth Attendants: 47.6%.
Rating	🟩 **On Target**
Impact	Attendance at labor and delivery by a trained person with the skills to recognize the first signs of complications, initiate treatment, and facilitate referral is a key component of safe motherhood programs. Given that measuring maternal mortality trends is not possible on an annual basis, attendance by a skilled birth attendant is the best proxy indicator for determining maternal mortality trends.

PERFORMANCE DATA		
Data Source	Demographic and Health Surveys data and Centers for Disease Control/Reproductive Health Surveys data as compiled by USAID's Global Health Bureau.
Data Quality (Verification)	The Agency's performance data are verified using Data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

PAST PERFORMANCE		
2005	Percent of Births Attended by Skilled Birth Attendants: 46.8%.
2004	Percent of Births Attended by Skilled Birth Attendants: 45.8%.
2003	Percent of Live Births Attended by Skilled Birth Attendants: 44.8%.

INDICATOR: Modern Contraceptive Prevalence Rate (Global)

Output

JUSTIFICATION: Contraceptive Prevalence Rate: Percentage of in-union women of reproductive age (age 15-49) using, or whose partner is using, a modern method of contraception at the time of the survey. Expected progress is a one percentage point annual increase.

FY 2006 PERFORMANCE		
Target	Modern Contraceptive Prevalence Rate: 37.9%.
Results	Modern Contraceptive Prevalence Rate: 37.9%.
Rating	🟩 **On Target**
Impact	Use of modern contraception is a principal proximate determinant of fertility. As contraceptive use increases, fertility trends decrease as do abortion rates.

PERFORMANCE DATA		
Data Source	Demographic and Health Surveys (DHS) data and Reproductive Health Surveys (RHS) data as compiled by USAID's Global Health Bureau. Data based on 27 USAID assisted countries with DHS or RHS data.
Data Quality (Verification)	The Agency's performance data are verified using Data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

PAST PERFORMANCE		
2005	Modern Contraceptive Prevalence Rate: 36.9%.
2004	Modern Contraceptive Prevalence Rate: 35.9%.
2003	Modern Contraceptive Prevalence Rate: 34.9%.

I/P: MATERNAL AND REPRODUCTIVE HEALTH *(continued)*

INDICATOR: Percent of Births Spaced Three or More Years Apart

Output

JUSTIFICATION: The proportion of all birth intervals (open and closed) that are 36 months or longer. Longer birth intervals are associated with better health outcomes for both mothers and infants.

FY 2006 PERFORMANCE		
Target	Percent of Births Spaced Three or More Years Apart: 47.2%.	
Results	Percent of Births Spaced Three or More Years Apart: 47.6%.	
Rating	🟩	**On Target**
Impact	Longer birth intervals are associated with better health outcomes for both mothers and infants.	

PERFORMANCE DATA		
Data Source	Demographic and Health Surveys (DHS) data and Reproductive Health Surveys (RHS) data as compiled by USAID's Global Health Bureau. Data based on 27 USAID assisted countries with DHS or RHS data.	
Data Quality (Verification)	The Agency's performance data are verified using Data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).	

PAST PERFORMANCE	
2005	Percent of Births Spaced Three or More Years Apart: 46.8%.
2004	Percent of Births Spaced Three or More Years Apart: 45.8%.
2003	Percent of Births Spaced Three or More Years Apart: 45.1%.

INDICATOR: Percent of First Births to Mothers Under Age 18

Output

JUSTIFICATION: The proportion of women who had a first birth below age 18 among women aged 15-24 at the time of the survey. Young maternal age is associated with worse health outcomes for mothers and infants.

FY 2006 PERFORMANCE		
Target	Percent of First Births to Mothers Under Age 18: 24.1%.	
Results	Percent of First Births to Mothers Under Age 18: 24.3%.	
Rating	🟩	**On Target**
Impact	Young maternal age is associated with poorer health outcomes for mothers and infants.	

PERFORMANCE DATA		
Data Source	Demographic and Health Survey (DHS) and Reproductive Health Survey (RHS) data compiled by USAID's Global Health Bureau. Data based on 26 USAID assisted countries with DHS or RHS data.	
Data Quality (Verification)	The Agency's performance data are verified using Data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).	

PAST PERFORMANCE	
2005	Percent of First Births to Mothers Under Age 18: 24.5%.
2004	Percent of First Births to Mothers Under Age 18: 24.6%.
2003	Percent of First Births to Mothers Under Age 18: 24.8%.

I/P: CHILD HEALTH

INDICATOR: Under Age Five Mortality Rate

Outcome

JUSTIFICATION: This is the basic indicator of child survival trends, and is the subject of the International (Millennium) Development Goals being tracked by most developing countries and international organizations.

FY 2006 PERFORMANCE	**Target**	Under Age Five Mortality Rate: 88/1,000.
	Results	Under Age Five Mortality Rate: 87/1,000.
	Rating	■ **On Target**
	Impact	Survival of children under age five is one of the most important indicators of a population's overall well being. Continued progress in child survival, although slow, indicates the success of investment by USAID, host countries, and other partners in direct interventions in child health, such as immunization and improved nutrition, combined with the effects of poverty alleviation, education (especially for women and girls), increased food security, and other development interventions.
PERFORMANCE DATA	**Data Source**	UNICEF progress reports on child health.
	Data Quality (Verification)	The Agency's performance data are verified using Data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).
PAST PERFORMANCE	**2005**	Under Age Five Mortality Rate: 89/1,000.
	2004	Under Age Five Mortality Rate: 91/1,000.
	2003	Under Age Five Mortality Rate: 94/1,000.

Pakistani Kashmiri earthquake survivor children attend class after resumption of school in Muzaffarabad, Pakistan, November 2005. AP Wide World

I/P: CHILD HEALTH *(continued)*

INDICATOR: Neonatal Mortality Rate

Outcome

JUSTIFICATION: Neonatal mortality is now the largest component of infant mortality in many countries, but requires program approaches beyond those that reduce mortality in older infants and children under the age five. Therefore, it needs to be measured separately and specifically.

FY 2006 PERFORMANCE	**Target**	Neonatal Mortality Rate: 32/1,000.
	Results	Neonatal Mortality Rate: 34/1,000.
	Rating	🟧 **Below Target**
	Impact	Neonatal mortality contributes to more than one-third of child deaths. Yet little has been done to improve newborn care and neonatal mortality trends have stagnated. With the USAID-supported publications of the Lancet neonatal series and the World Health Report in 2005, there is now a global momentum to strengthen newborn care interventions which, when scaled up, can reduce neonatal mortality even where health systems are weak. This new global awareness has recently stimulated many government and USAID Missions to develop new neonatal programs. However, the impact of these new programs on newborn mortality is not yet able to be seen in global averages.
	Reason for Shortfall	Global neonatal mortality trends have stagnated because, until very recently, health programs did not focus specifically on providing care during the newborn period. Seventy-five percent of newborns die within the first week of life but, given scarce evidence on simple interventions that could reduce neonatal mortality, there persists a perception that newborn interventions are high-tech and costly.
	Steps to Improve	Neonatal interventions are now integrated in maternal and child health programs in almost all USAID programs in the Asia Near East region; in Africa, about seven countries plan to introduce newborn interventions this year; and in the Latin America and Caribbean region, USAID has developed a regional newborn strategy to strengthen ongoing efforts. The impact of newborn programs in reducing mortality can be seen in selected countries; but it is too early to see an impact in global averages.
PERFORMANCE DATA	**Data Source**	Demographic and Health Surveys data as compiled by USAID's Global Health Bureau.
	Data Quality (Verification)	The Agency's performance data are verified using Data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).
PAST PERFORMANCE	**2005**	Neonatal Mortality Rate: 34/1,000.
	2004	Neonatal Mortality Rate: 35/1,000.
	2003	Neonatal Mortality Rate: 36/1,000.

USAID is assisting in the production of long-lasting insecticide-treated bed nets to provide better protection against malaria. This manufacturer in Nairobi, Kenya now has access to technology to make Long-Lasting Insecticide Nets. NetMark

I/P: CHILD HEALTH *(continued)*

INDICATOR: Underweight for Children Under Age Five

Outcome

JUSTIFICATION: This is a basic indicator of child nutritional status, which is the best reflection of the impact of health and other program investments in improving health and development among living children. As such, it fundamentally complements measurements of reduction of child deaths.

FY 2006 PERFORMANCE		
Target	Underweight for Children Under Age Five: 33.0%.	
Results	Underweight for Children Under Age Five: 33.6%.	
Rating	■ **On Target**	
Impact	The proportion of young children beneath the normal range of weight for their age is a basic indicator of child nutritional status. USAID combines promotion of breastfeeding—a vital source of nutrition and protection against diseases—with improved young child feeding and prevention of the malnourishing effects of child illness.	

PERFORMANCE DATA		
Data Source	UNICEF progress reports on child health.	
Data Quality (Verification)	The Agency's performance data are verified using Data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).	

PAST PERFORMANCE		
2005	Underweight for Children Under Age Five: 34.3%.	
2004	Underweight for Children Under Age Five: 35.0%.	
2003	Underweight for Children Under Age Five: 35.7%.	

INDICATOR: Percentage of Children with DPT3 Coverage

Output

JUSTIFICATION: This is the internationally accepted indicator for coverage of child immunization – one of the most fundamental child health interventions – through regular immunization programs (as opposed to special campaigns, which can affect coverage of other vaccines like polio without improving the overall immunization status of children).

FY 2006 PERFORMANCE		
Target	Percentage of Children with DPT3 Coverage: 61.4%.	
Results	Percentage of Children with DPT3 Coverage: 61.1%.	
Rating	■ **On Target**	
Impact	Immunization is one of the most fundamental and cost-effective child health interventions. In developing countries, immunization saves millions of children from the health-impairing and often life-threatening effects of diseases like measles, whooping cough, tetanus, and polio.	

PERFORMANCE DATA		
Data Source	UNICEF & WHO reports.	
Data Quality (Verification)	The Agency's performance data are verified using Data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).	

PAST PERFORMANCE		
2005	Percentage of Children with DPT3 Coverage: 60.4%.	
2004	Percentage of Children with DPT3 Coverage: 59.7%.	
2003	Percentage of Children with DPT3 Coverage: 58.9%.	

I/P: CHILD HEALTH *(continued)*

INDICATOR: Percent of Children Aged 0-4 with Diarrhea Who Received Oral Rehydration Therapy

Output

JUSTIFICATION: Oral Rehydration Therapy is one of the basic treatment interventions related to child survival in developing countries and was developed largely through U.S.-supported research.

FY 2006 PERFORMANCE		
Target	59%.
Results	57.1%.
Rating	■ **Below Target**
Impact	Since the development of Oral Rehydration Therapy through USAID-supported research in the 1970s, this simple treatment has saved millions of child deaths from the dehydrating effects of the diarrheal illnesses that are common in poor countries.
Reason for Shortfall	The target was simply too ambitious: from 2005 to 2006, the rate of increase of Oral Rehydration Therapy use continued at a steady, but slow, rate of about 0.5% per year. This rate is slower than in the late 1990s and early 2000s, in part because of competition for limited health program resources and resulting slower trends or even declines in some large countries. While USAID expected that remedial actions would begin to take effect in 2006, this has not yet happened.
Steps to Improve	Remedial actions underway include revitalized promotion of Oral Rehydration Therapy through the introduction of new technologies, including an improved formulation of oral rehydration salts as well as zinc treatment to shorten illness. USAID is also beginning to work with several of the countries that experienced declining rates to identify strategies to improve those rates. With CDC, USAID is carrying out research to identify determinants of non-use of Oral Rehydration Therapy among mothers in urban and rural Kenya. These efforts, combined with influencing UNICEF, WHO, and other investors to refocus attention on the issue, should begin to accelerate progress. However, a more realistic target in the near term is a 1% per year increase.

PERFORMANCE DATA		
Data Source	Demographic and Health Surveys data as compiled by USAID's Global Health Bureau.
Data Quality (Verification)	Verification and validation of the Agency's performance data are accomplished by periodic reviews, certifications and audits, including Data Quality Assessments and PART assessments, as well as annual certification of operating units' strategic objectives and their relationship to the Agency's strategic goals. Data validation and verification are also supported by extensive automated systems and external expert analyses.

PAST PERFORMANCE		
2005	56.5%.
2004	56%.
2003	55.4%.

A child receives polio vaccination in Kabul, Afghanistan, March 2006.
AP/Wide World

ANNUAL PERFORMANCE GOAL 2

PARTNERSHIPS, INITIATIVES, AND IMPLEMENTED INTERNATIONAL TREATIES AND AGREEMENTS THAT PROTECT THE ENVIRONMENT AND PROMOTE EFFICIENT ENERGY USE AND RESOURCE MANAGEMENT.

I/P: INSTITUTIONALIZING SUSTAINABLE DEVELOPMENT

INDICATOR: Number of People in Target Areas With Access to Adequate Safe Water Supply and/or Sanitation That Meets Sustainability Standards

Output

JUSTIFICATION: Safe, sustainable supplies of water and sanitation have many environmental and health benefits, such as preserving natural resources and reducing infectious disease rates.

FY 2006 PERFORMANCE		
Target	• 11,738,654 people in target areas with improved access to adequate safe water supply; • 14,193,418 people in target areas with access to sanitation that meets sustainability standards.	
Results	• 18,441,762 people in target areas with improved access to adequate safe water supply, 57% above the FY 2006 target; • 13,531,629 people in target areas with access to sanitation that meets sustainability standards, 5% below the FY 2006 target.	
Rating	■ **On Target**	
Impact	Results will accelerate and expand international efforts to achieve the UN Millennium Development Goals and implement the Johannesburg Plan of Implementation, including halving by 2015 the proportion of people who are unable to reach or afford safe drinking water.	

PERFORMANCE DATA		
Data Source	Preliminary result data from USAID operating units. Results for FY 2006 do not include information from the Online Presidential Initiative Network, which has been phased out.
Data Quality (Verification)	The Agency's performance data are verified using Data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

PAST PERFORMANCE		
2005	• 24,167,302 people in target areas with improved access to adequate safe water supply, a 124% increase over FY 2004. • 26,720,257 people in target areas with access to sanitation that meets sustainability standards, a 141% increase over the FY 2004 baseline.
2004	• 10,810,722 people in target areas with improved access to adequate safe water supply, a 254% increase from FY 2003. • **Baseline:** 11,104,271 people in target areas with access to sanitation that meets sustainability standards. This measure serves as a baseline.
2003	• 3,050,635 people in target areas with improved access to adequate safe water supply and/or sanitation that meets sustainability standards.

I/P: INSTITUTIONALIZING SUSTAINABLE DEVELOPMENT *(continued)*

INDICATOR: Number of People with Adequate Access to Modern Energy Services

Output

JUSTIFICATION: Access to energy supplies and services promotes natural resource conservation, improves standards of living, and enhances economic opportunity, fostering increased sustainable development overall.

FY 2006 PERFORMANCE		
Target	50,000,000 people with access to modern energy services.	
Results	54,834,504 people with access to modern energy services, a 10% increase over the FY 2006 target.	
Rating	■ **Above Target**	
Impact	Expanded access to modern energy services has contributed to improved health care, promoted micro-enterprise development, and improved agricultural productivity in twenty-four USAID-assisted countries.	

PERFORMANCE DATA		
Data Source	Preliminary data from USAID operating units.	
Data Quality (Verification)	The Agency's performance data are verified using Data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).	

PAST PERFORMANCE		
2005	48,772,600 people with access to modern energy services, a 848% increase from FY 2004.	
2004	5,140,411 people with access to modern energy services, a 7.9% increase from the FY 2003 baseline.	
2003	**Baseline:** 4,765,923 people with access to modern energy services.	

Tsunami Warning System

United States leadership in natural hazard detection is fostering regional collaboration in tsunami mitigation, building relationships among countries through science partnerships and contributing to the productivity and sustainable development of coastal nations. Since the devastating Indian Ocean tsunami in 2004, the Department of State has coordinated U.S. engagement to build capacity for natural hazard warning systems, building political momentum on a regional basis while addressing the unique needs of individual countries. As a result, countries in the Indian Ocean and the Caribbean are collaborating to create an enabling environment for long-term investment in regional warning infrastructure and community preparedness. While protecting people from disaster, these activities nurture goodwill toward the U.S. in the predominantly Muslim Indian Ocean region, and enhance government resilience and control in the wake of natural disasters.

An Indonesian man salvages wood among wreckage of homes destroyed by the Indian Ocean tsunami, July 2006. AP/Wide World Photo

I/P: COASTAL AND MARINE RESOURCES

INDICATOR: Implementation of Measures to Conserve and Protect Vulnerable Marine Species

Output

JUSTIFICATION: U.S. interest in promoting sound management of living marine resources requires the development and verifiable enforcement of agreed international standards. Oceans and fisheries are critical for global food security and for sustaining economic prosperity, particularly in developing countries. Effective conservation of living marine resources must be broader than single-stock management and reflect the complexity of the ecosystem as a whole.

FY 2006 PERFORMANCE	**Target**	• Western and Central Pacific Fisheries Commission adopts initial set of conservation and management measures. • With science-based input from the United Nations Food and Agriculture Organization, the Convention on International Trade in Endangered Species continues to list marine fish species that meet its criteria. • International Whaling Commission scientific committee reviews status of bowhead and gray whale stocks to set new catch limit recommendations.
	Results	• First conservation and management measures for Pacific tuna fisheries adopted in December 2005. • Proposals prepared to list additional marine species for the next Conference of the Parties in June 2007. • Strengthening current co-operation with other relevant organizations to ensure conservation and management of marine living resources in the Convention area in a manner consistent with international law. • The Scientific Committee work on status review for bowhead and gray whales will deliver catch limit recommendations in 2007.
	Rating	🟩 **On Target**
	Impact	• Measures adopted form a basis for management of valuable Pacific yellowfin and bigeye tuna fisheries and slow the decline of these stocks. • Controls allow better tracking of non-commercially traded marine species, particularly vulnerable sharks. • Global implementation of simple changes to fishing gear or fishing patterns, largely developed in the United States, result in significant reductions in the number of endangered sea turtles killed in longline fisheries. • Estimated illegal taking of toothfish decreased and seabird bycatch within the convention area also continued to decrease. • The scientific integrity and diligence in bowhead and gray whale stock assessments should eliminate any credible scientific arguments against approving the 2008-2012 aboriginal subsistence quotas in 2007.
PERFORMANCE DATA	**Data Source**	Department of State.
	Data Quality (Verification)	Reliable data come from meeting reports of the listed organizations, as verified by U.S. delegates, and from Department reports on related activities.
PAST PERFORMANCE	**2005**	• New listings or additional protections for several marine species, including great white sharks. • U.S. proposals led regional fisheries bodies to support broader implementation of measures to reduce turtle bycatch in longline fisheries. • Resolution passed criticizing the Japanese research whaling program and requesting it be stopped immediately or replaced by non-lethal data collection.
	2004	• Additional States signed and effectively implemented the Indian Ocean Sea Turtle memorandum of understanding. • U.S. continued to press for new and refined measures to reduce bycatch, including within regional fisheries bodies. • U.S. and Taiwan encouraged responsible fishing practices and control capacity, as defined by the Code of Conduct for Responsible Fisheries.
	2003	• Several vulnerable marine species listed. Proposals rejected to downlist whale species and to allow trade in whale products. • U.S. provided assistance to help developing States implement the Indian Ocean Sea Turtle memorandum of understanding and its associated Conservation and Management Plan. • Renewed U.S. aboriginal bowhead and gray whale quota. Iceland began "scientific" whaling program.

I/P: COASTAL AND MARINE RESOURCES *(continued)*

INDICATOR: Implementation of Marine Protected Areas

Outcome

JUSTIFICATION: The Johannesburg Plan of Implementation advocates the use of marine protected areas as a tool for conserving marine biodiversity.

FY 2006 PERFORMANCE		
	Target	U.S. contributes, through international fora, to strengthen networks of marine protected areas by 2012, consistent with international law and based on scientific information.
	Results	In the UN General Assembly, the U.S. worked multilaterally and succeeded in including references to networks of marine protected areas. In the South Pacific Regional Environment Program the U.S. supported a plan, which was approved, to initiate the development of a regional framework to support the establishment of marine protected areas in the region.
	Rating	■ On Target
	Impact	International fora have adopted plans that contribute to networks of marine protected areas.

PERFORMANCE DATA		
	Data Source	Bureau of Oceans and International Environmental and Scientific Affairs.
	Data Quality (Verification)	Reliable data come from meeting reports as verified by U.S. delegates.

PAST PERFORMANCE		
	2005	At the UN General Assembly, the U.S. worked to incorporate appropriate references to networks of marine protected areas in the annual Oceans resolution. The U.S. contributed to management plans that were developed for marine protected areas of several Pacific small island developing states.
	2004	Recommendations adopted to conserve biological diversity in protected areas and other innovative approaches for conservation and sustainable use of marine and coastal biodiversity.
	2003	Special Protected Areas and Wildlife in the Wider Caribbean Protocol ratified.

U.S. Assistant Secretary of State for South and Central Asia, Richard Boucher, visits a U.S. funded shelter for street children in New Delhi, India in August 2006. AP/Wide World

I/P: COASTAL AND MARINE RESOURCES *(continued)*

INDICATOR: Extent to Which Depleted Stocks of Living Marine Resources Rebuild to Healthy Levels Through Coordinated, Science-Based Management

Outcome

JUSTIFICATION: This indicator addresses the core function of the International Fisheries Commissions: to facilitate international cooperation to maintain or rebuild populations of shared fish stocks and other living marine resources. The Johannesburg Declaration includes a goal of progress towards recovery of depleted stocks of living marine resources by 2015.

FY 2006 PERFORMANCE		
Target	• Northwest Atlantic yellowtail flounder stocks fully rebuilt. • International Pacific Halibut Commission implements revised management measures for Pacific halibut based on results of multi-year assessment program.	
Results	The 2006 assessment by the Scientific Council of the Northwest Atlantic Fisheries Organization confirms that the once-depleted Grand Banks yellowtail flounder stock is fully rebuilt. The multi-year Pacific halibut assessment, and subsequent management changes, were delayed.	
Rating	▮ **Below Target**	
Impact	The recovery of this stock, which was once so depleted it was subject to a ban on all directed fishing, reinforces the importance of science-based, precautionary management to rebuild valuable fish stocks. Sustainable harvests of yellowtail flounder continue to increase and now constitute one of the few healthy fisheries in the Northwest Atlantic. Delays in completing the multi-annual assessment make scientific assessments of the condition of the Pacific Halibut stock more uncertain and delay anticipated changes in the fishing allocations between the United States and Canada.	
Reason for Shortfall	Three years of funding shortfalls to the Pacific Halibut Commission forced a delay in the completion of the full assessment and rendered earlier survey work unusable.	
Steps to Improve	Secure sufficient funding to the International Pacific Halibut Commission to permit the necessary surveys and data-gathering to complete the assessment.	

PERFORMANCE DATA		
Data Source	Bureau of Oceans, International Environmental and Scientific Affairs will track, based on information from Commissions and the Food and Agriculture Organization.	
Data Quality (Verification)	Data on current stock conditions represents the best available science. Information on scientific assessments is gathered from the annual reports of the respective fisheries commissions as verified by U.S. delegates.	

PAST PERFORMANCE		
2005	• The International Commission for the Conservation of Atlantic Tunas deferred agreement on long-term recovery measures for Atlantic marlin until a new scientific stock assessment is conducted in 2006. • New sharing arrangements for Pacific chum salmon negotiated through the Pacific Salmon Commission. • Management measures implemented to halt decline of vulnerable North Atlantic skate stocks.	
2004	• Multi-year management strategy implemented for Eastern Tropical Pacific tuna stocks. • Bowhead whale stocks increase 3.4 percent towards non-endangered levels. • North Atlantic swordfish stocks fully rebuilt.	
2003	**Baseline:** Rebuilding plans in place setting long-term recovery measures for North Atlantic swordfish and Western Atlantic bluefin tuna.	

I/P: CONSERVATION OF BIOLOGICAL DIVERSITY, PROTECTED AREAS, FORESTS, AND OTHER NATURAL RESOURCES

INDICATOR: Number of Hectares under Increased Conservation and Improved Management

Output

JUSTIFICATION: Biodiversity conservation and sound natural resource management promote improved quality of life and well-being.

FY 2006 PERFORMANCE	**Target**	● 57,075,632 hectares under improved management (biodiverse landscapes, forests, watersheds, agricultural, and natural landscapes). ● 22,677,926 hectares under increased conservation and sustainable management of forest ecosystems.
	Results	● 69,467,880 hectares under improved management (biodiverse landscapes, forests, watersheds, agricultural, and natural landscapes), or 22% above the FY 2006 target. ● 19,690,815 hectares under increased conservation and sustainable management of forest ecosystems, or 13% below the FY 2006 target.
	Rating	▉ **On Target**
	Impact	Protecting valuable genetic resources and ecosystems, and expanding enterprise and employment opportunities from the sustainable production of natural products and environmental services, contribute to equitable natural resources governance, and mitigate conflict over resources.
PERFORMANCE DATA	**Data Source**	Preliminary result data from USAID operating units.
	Data Quality (Verification)	The Agency's performance data are verified using Data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).
PAST PERFORMANCE	**2005**	● 59,568,508 hectares under improved management (biodiverse landscapes, forests, watersheds, agricultural and natural landscapes), a 114% increase from the FY 2004 baseline. ● 199,433,269 hectares under increased conservation and sustainable management of forest ecosystems, a 944% increase from the FY 2004 baseline.
	2004	**Baseline:** ● 51,834,573 hectares under improved management (biodiverse landscapes, forests, watersheds, agricultural, and natural landscapes). ● 19,101,701 hectares under increased conservation and sustainable management of forest ecosystems.
	2003	N/A.

Coral in the Aleutions Gardens in Alaska's Aleution Islands.
AP/Wide World

I/P: GLOBAL CLIMATE CHANGE

INDICATOR: Multilateral Climate Change Science and Clean Energy Technology Partnerships and Initiatives

Outcome

JUSTIFICATION: Project execution and cooperation will help reduce the costs of low-carbon technologies, improve understanding of global climate change, and encourage adaptation, thus moving the international community toward greenhouse gas concentration stabilization at a level that would prevent dangerous interference with the climate system.

FY 2006 PERFORMANCE		
Target	• Implement the Ten-Year Plan for the Global Earth Observation System of Systems, designed to enhance and sustain environmental observation capabilities. • Advance multilateral climate change science and technology partnership project-based activities through the Methane-to-Markets Partnership, the International Partnership for the Hydrogen Economy, the Earth Observation initiative, the Carbon Sequestration Leadership Forum, and development assistance programs, in cooperation with developed and developing countries.	
Results	Ten-Year Plan established and under implementation. Global environmental observation capabilities strengthened. A number of innovative projects were launched in FY 2006, including those under the Methane-to-Markets Partnership and the International Partnership for the Hydrogen Economy.	
Rating	■ On Target	
Impact	Mitigation of greenhouse gas emissions, strengthened relations with key developing country partners, and advancement of climate change science and technology.	

PERFORMANCE DATA		
Data Source	Decisions and reports of the UN Framework Convention on Climate Change. Internal and external reviews of activities under bilateral, regional, and multilateral programs and partnerships.
Data Quality (Verification)	Data are gathered by scientific experts, verified by USAID and Department of State program managers, and are published in widely-disseminated reports.

PAST PERFORMANCE		
2005	Launched the Ten-Year Plan and identified environmental observation capabilities to be strengthened. U.S. played a leadership role in the Methane-to-Markets Partnership, the International Partnership for the Hydrogen Economy, and the Carbon Sequestration Leadership Forum.
2004	• Advanced the Global Climate Observing System through voluntary funding, capacity building, and technical support. • Developed project-based activities under the Carbon Sequestration Leadership Forum and the International Partnership for the Hydrogen Economy.
2003	• Launched new ministerial-level international initiatives on Earth observation, carbon capture and storage, and the hydrogen economy. U.S. hosts first Earth Observation Summit to encourage development and financial support for an integrated, sustained Earth observation system. • USAID implemented climate-related activities with a total budget of $207 million, in 55 bilateral country missions, regional programs, and central offices. 4 million metric tons of CO_2 equivalent emissions were avoided and 27 million hectares/year were involved in activities that promote carbon storage and/or protect carbon sinks.

Chadian girls wave as they leave their classroom after lessons, February 2006. AP/Wide World

ANNUAL PERFORMANCE GOAL 3
BROADER ACCESS TO QUALITY EDUCATION WITH EMPHASIS ON PRIMARY SCHOOL COMPLETION

I/P: IMPROVED ACCESS TO QUALITY EDUCATION

INDICATOR: Number of Learners Completing Basic Education in Programs Sponsored by USAID

Output

JUSTIFICATION: This global, aggregated, output indicator measures changes in education programs.

FY 2006 PERFORMANCE		
Target	• 25,636,732 students enrolled in primary school. • 2,429,813 students completing primary school. • 82,000 adult learners completing basic education.	
Results	• 27,637,263 students enrolled in primary school. • FY 2006 preliminary result data for the number of students completing primary school are not yet available. • FY 2006 preliminary result data for the number of adult learners completing basic education are not yet available.	
Rating	🟩 **On Target**	
Impact	Quality improvements include better curriculum that promotes critical thinking and problem solving, instruction and teacher training; more favorable student-teacher ratios; more equitable gender balance and heightened gender sensitivity; greater relevance of curriculum to societal needs; and/or other systemic improvements.	

PERFORMANCE DATA		
Data Source	Preliminary result data from USAID operating units.	
Data Quality (Verification)	The Agency's performance data are verified using Data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).	

PAST PERFORMANCE		
2005	• 23,233,676 students enrolled in primary school, a 9% increase from FY 2004. • 1,572,853 students completed primary school, a 10% decrease from FY 2004. • 143,502 adult learners completed basic education, a 70% increase from FY 2004.	
2004	• 21,279,734 students enrolled in primary school, a 4.6% decrease from the FY 2003 baseline. • 1,751,298 students completed primary school, a 2.7% decrease from the FY 2003 baseline. • 84,494 adult learners completed basic education, a 17% decrease from the FY 2004 baseline.	
2003	**Baselines:** • 22,317,204 children enrolled in primary education programs. • 1,799,066 children completed primary school. • 101,756 adult learners completed basic education.	

I/P: IMPROVED ACCESS TO QUALITY EDUCATION *(continued)*

INDICATOR: Capabilities in Higher Education and Workforce Development Programs Sponsored by USAID

Output

JUSTIFICATION: This indicator addresses USAID's efforts in higher education and workforce development.

FY 2006 PERFORMANCE		
Target	● 640 host country institutions increase management and technical capacity through partnership programs. ● 320 higher education institutional programs, policies and curricula adapted to the needs of sustainable development. ● 120,507 persons trained through workforce development programs.	
Results	● FY 2006 preliminary result data for the number of host country institutions increasing management and technical capacity through partnership programs are not yet available. ● FY 2006 preliminary result data for the number of higher education institutional programs, policies and curricula adapted to the needs of sustainable development are not yet available. ● 77,830 persons trained through workforce development programs.	
Rating	■ **Significantly Below Target**	
Impact	USAID's higher education partnerships have promoted sustainable development in the following sectors: agriculture, agribusiness, animal science, community development, democracy and governance, public policy, law, journalism, economic growth and trade, education, environment, natural resources management, distance education, Internet and communication technology, population, health, nutrition, and workforce and entrepreneurial development.	
Reason for Shortfall	The explanation for this program's shortfall is pending and will be obtained once the final FY 2006 results are reported.	
Steps to Improve	The necessary steps for this program's improvement are pending and will be obtained once the final FY 2006 results are reported.	

PERFORMANCE DATA		
Data Source	Preliminary result data from USAID operating units.	
Data Quality (Verification)	The Agency's performance data are verified using Data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).	

PAST PERFORMANCE		
2005	● 666 host country institutions gain increased management capacity through partnership programs, a 21% increase from FY 2004. ● 264 higher education institutional programs, policies, and curricula adapted to the needs of sustainable development, a 20% increase from FY 2004. ● 98,671 persons trained through workforce development programs, a 26% increase from the FY 2004 baseline.	
2004	● 550 host country institutions gain increased management capacity through partnership programs, a 4% increase from the FY 2003 baseline. ● 220 higher education institutional programs, policies and curricula adapted to the needs of sustainable development, a 6% increase from the FY 2003 baseline. ● Baseline: 78,289 persons trained through workforce development programs.	
2003	**Baselines:** ● 528 host country institutions gain increased management capacity through partnership programs. ● 207 higher education institutional programs, policies and curricula adapted to the needs of sustainable development.	

ANNUAL PERFORMANCE GOAL 4

EFFECTIVE AND HUMANE INTERNATIONAL MIGRATION POLICIES AND SYSTEMS.

I/P: EFFECTIVE AND HUMANE MIGRATION POLICIES AND SYSTEMS

INDICATOR: Percentage of Initiatives Agreed Upon at Regional Migration Dialogues That Are Implemented Worldwide

Output

JUSTIFICATION: Tracking the number of activities implemented under the auspices of migration dialogues is a good indicator because it is the most quantifiable measure of governments' political and financial commitment to the success of these dialogues.

FY 2006 PERFORMANCE		
Target	70% of activities agreed to in the dialogues are implemented worldwide.	
Results	• At least 85% activities agreed to by Regional Conference on Migration in North and Central America member states have been implemented or are in the process of implementation in FY 2006. • 90% of the activities agreed upon by members of the Intergovernmental Consultations on Asylum, Refugee and Migration Policies have been implemented or are in the process of implementation.	
Rating	■ **Above Target**	
Impact	An increased number of governments committed to pursuing regional migration dialogues helps pave the way for humane and effective migration regimes for the 150 million migrants in the world today.	

PERFORMANCE DATA		
Data Source	The Department's Bureau of Population, Refugees, and Migration is the only U.S. Government entity to track the activities implemented under the migration dialogues. The U.S. participates in and supports various active regional dialogues on migration including the Regional Conference on Migration, the South American Conference on Migration, the Summit of the Americas, the Migration Dialogue for Southern Africa, the nascent West Africa Regional Consultative Process, and the Intergovernmental Consultations on Asylum, Refugee and Migration Policies.
Data Quality (Verification)	The Bureau of Population, Refugees, and Migration participates in migration dialogues, and tracks the implementation of follow-on activities.

PAST PERFORMANCE		
2005	Approximately 88% of activities agreed to were implemented.	
2004	• Over 90% of the activities agreed upon by members of the Intergovernmental Consultations on Asylum, Refugee and Migration Policies in Europe, North America and Australia were implemented. • Over 75% of the activities agreed by Regional Conference on Migration in North and Central America member states were implemented. • Shorter-term activities were conducted in a reasonable timeframe, while implementation of longer-term initiatives was underway.	
2003	• Approximately 75% of the activities agreed upon were implemented. • Shorter-term activities were completed, while implementation of longer-term initiatives was underway. • 50% of the activities agreed to in the dialogues were implemented.	

STRATEGIC OBJECTIVE #2:
ADVANCE SUSTAINABLE DEVELOPMENT AND GLOBAL INTERESTS

STRATEGIC GOAL 10: HUMANITARIAN RESPONSE

Minimize the Human Costs of Displacement, Conflicts, and Natural Disasters

I. Public Benefit

The United States' commitment to humanitarian response demonstrates America's compassion for victims of armed conflict, natural disasters, landmines, forced migration, human rights violations, widespread health and food insecurity, and other threats. The strength of this commitment derives from both our common humanity and our responsibility as a global leader. The U.S. Government's response to natural and human-made disasters complements efforts to promote democracy and human rights. In addition to saving lives and alleviating human suffering, humanitarian programs support the objectives of the U.S. National Security Strategy by addressing crises with potential regional or global implications, fostering peace and stability, and promoting sustainable development and infrastructure revitalization.

The U.S. is the leader in international efforts to prevent and respond to humanitarian crises. Through the Department and USAID, the USG provides substantial resources and guidance to international and nongovernmental organizations for worldwide humanitarian programs, with objectives to increase access to protection, promote burden-sharing, and coordinate funding and implementation strategies. The Department and USAID engage in multilateral responses to humanitarian crises and prioritize the regular monitoring and evaluation of humanitarian programs to ensure that the needs of refugees, internally displaced persons (IDPs), and other victims of conflict and natural disasters are met. Financial support for demining activities makes areas safe for the return of refugees and IDPs. The Department's management and support of overseas refugee admissions programs provide an important durable solution for refugees and serves as the leading model for other resettlement countries. USG leadership and support during disasters and complex humanitarian emergencies also provide a positive standard for the international donor community and hope for a better future to people suffering as a result of natural or human-made disasters.

During an August 2006 visit to Thailand, refugee youth in Tham Him present Ellen Sauerbrey, Assistant Secretary for the Bureau of Population, Refugees and Migration, with their artwork. Approximately 10,000 Burmese refugees live in this camp. Department of State

USG Humanitarian Assistance to Lebanon

LEGEND

- Golan Heights
- UNIFIL/UNDOF
- Areas where USG Relief Supplies have been distributed
- ⚓ Port
- ● Border Crossing
- Sea Blockade
- Blue Line
- Major Road
- Mohafaza (Governorate)
- Qada' (District)

- Coordination
- Emergency Relief Activities
- Emergency Relief Supplies
- Food
- Food Security and Agriculture
- Health
- Information Management
- Logistics
- Nutrition
- Protection/Evacuation
- Psychosocial Support
- Security and Driver's Training
- Shelter
- Water and Sanitation

8/18/2006

Mediterranean Sea

35° 30'
34° 30'
35°
33° 30'
35°

NORTH LEBANON
CRS
WV

MT. LEBANON
CRS
IMC
MC
WV

BEIRUT
CRS
IMC
WV

NABATIYE
CRS
MC

SOUTH LEBANON
CRS
IMC
MC

BÉKAA
CRS
WV

COUNTRYWIDE
ICRC
IOM
OCHA
OCHA/HIC
UNICEF
UNJLC
UNHCR
UNRWA
WFP

JORDAN
CWS

LEBANON

SYRIA

ISRAEL

Golan Heights
(Israeli Occupied)

UN Disengagement Observer Force (UNDOF)

UN Interim Force in Lebanon (UNIFIL)

AREA OF INTEREST

Place names: Aarida, Dabusiya, Jdaide, Qoubaïyat, Halba, Hermel, Jusiyah, Akkar, ASH SHAMAL (NORTH LEBANON), El Mina, Tripoli, Zgharta, El Qalamoûn, Qattin, Minié-Danniyé, Hermel, Chekka, Koura, Ehden, Bcharre, BÉKAA (AL BIQA), El Ain, Batroun, Amioun, Batroun, Bcharré, Ghuma, Douma, Aarsal, Byblos (Jbail), Jbail, Qartaba, Boudaï, Baalbek, Al Bahharah, Kesrouane MT. LEBANON (JABAL LUBNAN), Baalbek, Joûnie, Beskinta, El Metn, Britel, Bikfaya, BEYROUTH, Beirut, Beyrouth, Baabda, Baabda, Bhamdoun, Zahle, Rayak, Zahlé, Choueifat, Aaley, Aley, Barr Elias, Damour, Deir El Qamar, Aanjar, Masnaa, Yabous, Békaa Ouest, Ain Zebde, BÉKAA (AL BIQA), Chouf (Region), Chouf, Damascus, Sidon (Saida), El Qaraaoun, Dahr El Ahmar, Jezzine, Rachaiya, Insariyah, Saida, Jezzine, Hasbaya, Hasbaiya, Nabatiye, NABATIYE Nabatiye, Marjayoun, Borj el Muluk, Litani R., AL JANUB (S. LEBANON), Khiam, Tyre (Sur/Sour), Kfar Kila, Jouaiya, Sour, Marjayoun, Addaysseh, Tebnin, Bent Jbail, Bent Jbail, Aitaroun, Ramyah, Yarun, Marun Al Ras

1949 Armistice Line

Map Created by U.S. Agency for International Development (USAID)/
Office of U.S. Foreign Disaster Assistance (OFDA) Geographic Information Unit
Original Map Courtesy of the U.N. Cartographic Section (UN CS)
The boundaries and names used on this map do not imply official endorsement
   or acceptance by the U.S. Government.
Sources: U.S. Government, UN CS, Geographic Information Support Team (GIST)

N W E S

II. Selected Performance Trends

Non-U.S. Contributions to the World Food Program

Year	Value
2003	49
2004	54
2005	55
2006	59

Refugees Resettled in the U.S.

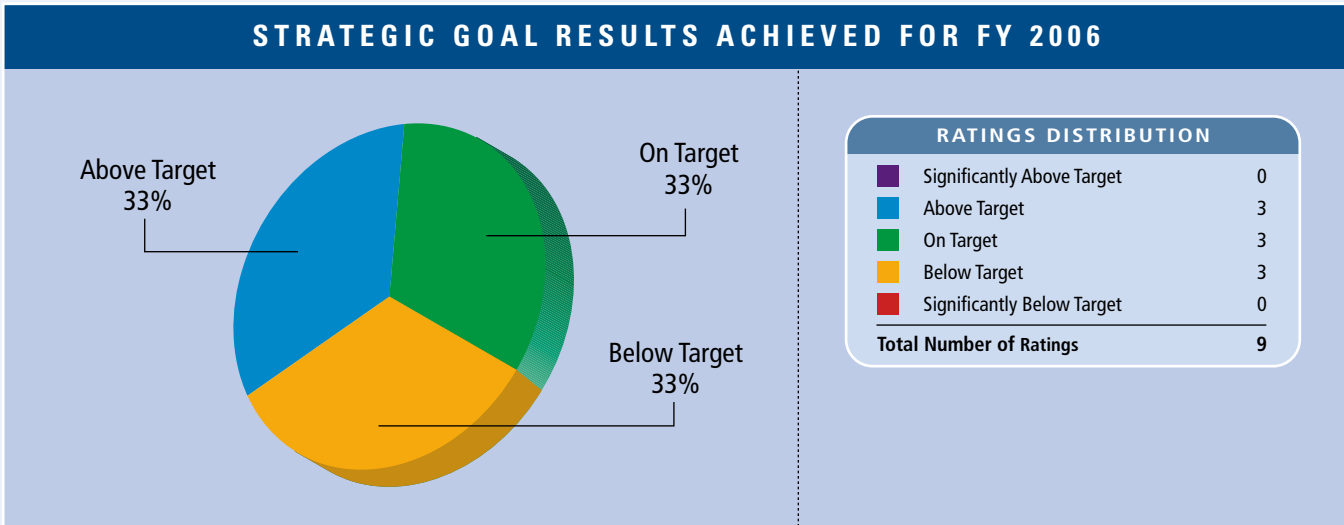| Year	Value
2003	28,422
2004	52,868
2005	53,318
2006	41,277

III. Strategic Context

Shown below are the performance goals, initiatives/programs, and the major resources, bureaus and partners that contribute to accomplishment of the Humanitarian Response strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	External Partners
Humanitarian Response	Protection and Assistance for Refugees and Other Victims	Humanitarian Assistance	DA, ERMA, IDFA, MRA, TI, Title II	PRM, DCHA	UN agencies, HHS, other international and nongovernmental organizations
		Refugee Admissions to the U.S.	ERMA, MRA	PRM	DHS, HHS, UNHCR, IOM, NGOs
		Humanitarian Mine Action	NADR	PM, DCHA	DoD, NGOs, the UN and other international organizations and donor states
		World Food Program Donor Base	DA, D&CP, ERMA, IO&P, MRA, Title II	IO, PRM, DCHA	WFP, other WFP donors
	Disaster Prevention/ Response via Capacity Building	Capacity Building	DA, IDFA, Title II	DCHA	Famine Early Warning System, NOAA, USFS, USGS, Fairfax County Fire & Rescue Department, international and nongovernmental organizations

IV. Performance Summary

The chart below summarizes the performance ratings for Department of State and USAID results for the Humanitarian Response strategic goal.

STRATEGIC GOAL RESULTS ACHIEVED FOR FY 2006

Above Target
33%

On Target
33%

Below Target
33%

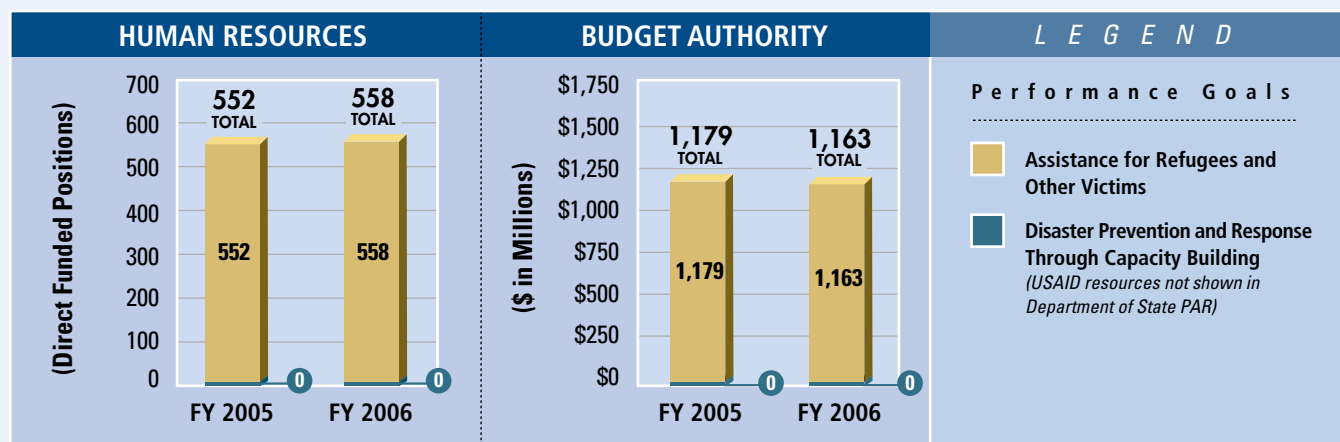| RATINGS DISTRIBUTION	
Significantly Above Target	0
Above Target	3
On Target	3
Below Target	3
Significantly Below Target	0
Total Number of Ratings	**9**

V. Performance Analysis

PERFORMANCE TRENDS. Three significant trends under the Humanitarian Response Strategic Goal are worthy of note. First, U.S. humanitarian assistance programs are achieving and sustaining progress on protecting the nutritional status and humanitarian needs of refugees, victims of conflict and Internally Displaced Persons, especially young children. Second, the international donor community is taking on a larger share of total contributions to the World Food Program as a result of USG efforts to promote burden sharing among our international partners. Third, U.S. mine action programs are providing the training and assistance countries need to become self-sufficient in carrying out demining activities that clear land of dangerous mines, alleviate suffering and restore confidence in public safety.

HIGH-LEVEL RESULTS. The Department and USAID made demonstrable progress toward high-level outcomes such as carrying out humanitarian demining operations, monitoring the nutritional status of vulnerable children, and increasing capacity of partner nations to detect and respond to natural or human-made disasters.

RESULTS SIGNIFICANTLY ABOVE OR SIGNIFICANTLY BELOW TARGET. There were no results rated significantly above or significantly below target under this Strategic Goal.

KEY INITIATIVES AND PROGRAMS. Significant FY 2006 investments to address the human costs of displacement, conflict, and natural disasters include $791 million for migration and refugee protection and assistance programs, and $356 million for international disaster relief, rehabilitation, and reconstruction assistance. The core focus of refugee program resources is to provide protection, assistance and durable solutions, including refugee resettlement, and to promote sound migration management. International disaster and famine assistance provides support and relief to victims of natural and man-made disasters, as well as funds famine and prevention relief activities.

VI. Resources Invested

HUMAN RESOURCES
(Direct Funded Positions)

- 552 TOTAL — FY 2005 (552, 0)
- 558 TOTAL — FY 2006 (558, 0)

BUDGET AUTHORITY
($ in Millions)

- 1,179 TOTAL — FY 2005 (1,179, 0)
- 1,163 TOTAL — FY 2006 (1,163, 0)

LEGEND

Performance Goals

- Assistance for Refugees and Other Victims
- Disaster Prevention and Response Through Capacity Building *(USAID resources not shown in Department of State PAR)*

Villages Improve Disaster Response

With USAID's assistance, residents of the tiny island of Tobago in the southern Caribbean are working to improve the ability of remote communities to respond to natural disasters themselves. Through this initiative, local Community Emergency Response Teams (CERT) are helping isolated communities deal with a range of emergency situations like tornados, hurricanes, and heavy storms. Based locally and with state-of-the-art training, the teams can respond in half the time of traditional response services, which are located far from the island's most remote towns. The program has built a strong reputation at home and abroad. In fact, disaster response officials throughout the Caribbean are discussing the possibility of replicating the program in their own countries. As a result of this training, Tobagonians will be better equipped to deal with natural disasters like Hurricane Ivan, which in 2004 caused landslides that destroyed homes, farms, and livelihoods and left entire communities isolated.

A member of a Community Emergency Response Team takes a call in the Scarborough response center in Tobago. USAID photo

VII. Performance Results

For each initiative/program that supports accomplishment of this strategic goal, the most critical FY 2006 performance indicators and targets are shown below.

ANNUAL PERFORMANCE GOAL 1

EFFECTIVE PROTECTION, ASSISTANCE, AND DURABLE SOLUTIONS FOR REFUGEES, INTERNALLY DISPLACED PERSONS, AND CONFLICT VICTIMS.

I/P: HUMANITARIAN ASSISTANCE
INDICATOR: Crude Mortality Rates (CMR) – Threshold
Outcome

JUSTIFICATION: The crude mortality rate is the mortality rate from all causes of death for a population. The CMR is an accepted indicator of the extent to which the international community is meeting minimum standards of care and the overall effectiveness and performance of the international relief system. This indicator is used to measure emergency assistance among controlled populations, such as refugee camps.

FY 2006 PERFORMANCE	**Target**	• In complex humanitarian crises, CMR does not exceed regional emergency thresholds in 95% of targeted sites. • Support efforts to improve data collection, e.g., expand pilot data collection effort to other countries and partner organizations, and to take other measures to address any problems of excess mortality.
	Results	• Criteria developed by Sphere established regional CMR thresholds for emergency response based on long-term CMR data in these areas. CMR did not exceed regional emergency thresholds in targeted refugee sites where data were available. • The online interface of the Complex Emergencies Database (CE-DAT) has been greatly improved and data on mortality, nutritional status, and vaccination coverage has been expanded, benefiting both the USG and the international humanitarian community.
	Rating	■ **Above Target**
	Impact	The Department's contributions to international humanitarian efforts save refugee lives.
PERFORMANCE DATA	**Data Source**	Centre for Research on the Epidemiology of Disasters; UN Nutrition Information in Crisis Situations; UN High Commissioner for Refugees (UNHCR), International Committee of the Red Cross (ICRC), Centers for Disease Control and Prevention; reports from international and nongovernmental organizations.
	Data Quality (Verification)	The Department actively monitors Crude Mortality Rates reported by UNHCR, ICRC, and other international and non-governmental organizations. Refugee coordinators and program specialists monitor performance in the field and through regular consultations with partners in Washington and Geneva. CE-DAT provides accessible, high quality data on CMR in an increasing number of countries, as well as information regarding the methodology, accuracy and reliability of the data reported.
PAST PERFORMANCE	**2005**	• Where data were available, CMR did not exceed regional emergency thresholds in over 98% of targeted refugee sites. • In FY 2005, CMR was reported above the regional emergency threshold in four sites (three in Chad and one in Kenya) out of over 225 refugee camps and settlements worldwide. There was a decline in CMR among Sudanese refugees from Darfur, although the mortality rate remained an issue of concern in selected sites in Chad.
	2004	In June 2004, CMR exceeded 2/10,000 people per day among Sudanese refugees in Chad. With the Department's support, the Centre for Research on the Epidemiology of Disasters created the Complex Emergencies Database to track data on CMR and nutritional status.
	2003	Where data were available, crude mortality rates did not exceed 1/10,000 people per day in refugee crises. Efforts to expand pilot data collection were delayed; the Department's implementing partner did not reach the pilot stage of the project, but finalized guidelines and methodology for CMR surveys.

I/P: HUMANITARIAN ASSISTANCE *(continued)*

INDICATOR: Crude Mortality Rate (Death) - Trend

Outcome

JUSTIFICATION: The Crude Mortality (Death) Rate (CMR) is the most vital public health indicator of the severity of a humanitarian crisis. The CMR is an accepted indicator of the extent to which the international community is meeting minimum standards of care and the overall effectiveness and performance of the international relief system. This indicator is used to measure emergency assistance among dispersed populations.

FY 2006 PERFORMANCE		
	Target	In complex humanitarian crises, USAID will ensure that 65% of sites are monitored and that the CMR declines or remains stable in two-thirds (2/3) of monitored sites for all USAID funded projects.
	Results	In complex humanitarian crises, USAID monitored 18.4% of sites. CMR declined or remained stable in two-thirds (2/3) of monitored sites.
	Rating	▮ Below Target
	Impact	The impact of USAID's assistance is difficult to measure because not all implementing partners have a systematic methodology to collect and report on performance data.
	Reason for Shortfall	● NGO implementing partners need training to collect CMR data.
	Steps to Improve	● Train NGOs implementing partners to collect CMR data. ● Systematize NGO reporting of survey data to USAID, the Complex Emergencies Database (CE-DAT)and the Center for Research on the Epidemiology of Disasters (CRED). ● In coordination with CRED, establish an independent expert group to verify data reliability and validity.

PERFORMANCE DATA		
	Data Source	● The primary data source is surveys undertaken by NGO implementing partners with health programs. ● NGO survey data are compiled by the Center for Research on the Epidemiology of Disasters and integrated to the global CE-DAT data set, along with survey data from UN agencies, international organizations and other partners. used for global trend analysis and monitoring.
	Data Quality (Verification)	CRED screens survey data for reliability and validity of data used for the CE-DAT database and for reporting.

PAST PERFORMANCE		
	2005	CMR remained stable in two-thirds of monitored areas. 41 sites were surveyed in 15 countries. Data available from 21 emergency sites showed that CMR declined from FY 2004 to FY 2005 in 68% of sites and increased in 31% of sites. SMART Methodology Version 1 was developed and officially rolled out at the interagency meeting hosted by UNICEF. This provides guidance on how to collect CDR – a first step toward improving data reliability.
	2004	CE-DAT officially launched as an online, publicly accessible data source for mortality, morbidity, and nutrition information.
	2003	The Department of State funded CE-DAT to compile data on CMR, nutrition, and other indicators. Pre-conflict baseline data were collected and established for 89 mortality survey populations in 26 countries.

Two Karen boys stand inside a temporary home at Tham Hin Refugee Camp in Ratchaburi Province, south of Bangkok, Thailand. Some 2,700 Myanmar refugees who fled persecution and now live in a border camp are to depart for the United States by the end of 2006. AP/Wide World

I/P: HUMANITARIAN ASSISTANCE *(continued)*

INDICATOR: Nutritional Status of Children Under 5 Years of Age – Threshold

Outcome

JUSTIFICATION: Nutritional status is a basic indicator for assessing the severity of crisis, together with Crude Mortality Rate. In emergencies, weight loss among children 6-59 months is used as a proxy indicator for the general health and well-being of the entire community. This indicator is used to measure emergency assistance among controlled populations, such as refugee camps.

FY 2006 PERFORMANCE		
Target	In targeted sites, less than 10% of children under five suffer from global acute malnutrition.	
Results	Global Acute Malnutrition (GAM) is the term used to include all malnourished children whether they have moderate wasting, severe wasting or edema, or some combination of these conditions. It is defined as weight-for-height ratios that are less than or equal to two standard deviations below the mean (Z score of less than -2) or less than 80% median weight-for-height, and the presence of nutritional edema. ● In 98% of refugee camps and settlements (221 of at least 225 worldwide), less than 10% of children under five suffered from global acute malnutrition. ● GAM rates exceeded 10% in two camps in Bangladesh (Nayapara, Kutupalong), one in Uganda (Kyaka II), and one in Nigeria (Oru). In two camps in Chad (Oure Cassoni, Am Nabak), GAM rates temporarily rose above acceptable levels, but were quickly reduced with appropriate interventions. ● Recognizing that refugee camps in Bangladesh do not meet international standards, PRM Assistant Secretary Sauerbrey traveled to Bangladesh in August 2006. Following her visit, the Government of Burma signed a long-delayed agreement with UNHCR on improvement of the camps. The Department also provided the World Food Program with an additional $250,000 in FY 2006 to provide much needed food assistance to refugees in Bangladesh. ● The Department is working with UNHCR and other international and nongovernmental organizations to ensure that less than 10% of children under age five suffer from global acute malnutrition in refugee camps in Nigeria and Uganda.	
Rating	🟩 **On Target**	
Impact	Elevated rates of GAM directly contribute to increased rates of morbidity and mortality in children under five years of age. Malnutrition may also threaten refugee protection in terms of camp security, vulnerability to exploitation, and in extreme cases, involuntary return.	

PERFORMANCE DATA		
Data Source	Complex Emergencies Database (CE-DAT) established by the Centre for Research on the Epidemiology of Disasters (CRED); UN Standing Committee on Nutrition/ Nutrition Information in Crisis Situations (NICS); Centers for Disease Control and Prevention; reports from international and nongovernmental organizations.
Data Quality (Verification)	CE-DAT provides information regarding the methodology, accuracy and reliability of the data reported. The Bureau of Population, Refugees and Migration routinely monitors the nutrition surveillance and feeding programs of international and non-governmental organizations through refugee coordinators in the field and specialists based in Washington and Geneva.

PAST PERFORMANCE		
2005	In 94% of refugee camps and settlements (211 of at least 225 worldwide), less than 10% of children under five suffered from global acute malnutrition. During FY 2005, GAM rates exceeded 10 % in two sites in Bangladesh, six sites in Chad, three sites in Ethiopia, and three sites in Kenya.
2004	In June 2004, 36-39% of children under age five suffered from global acute malnutrition among Sudanese refugees in Chad. The Department and USAID continued supporting new tools and measures to improve data collection and reporting on nutritional status.
2003	**Baseline:** In humanitarian crises where Department funds were provided, at least 90% of children under five had weight-for-height ratios that were greater than or equal to two standard deviations below the mean, or greater than 80% median weight-for-height, and an absence of nutritional edema.

Ambassador Tony Hall, former U.S. representative to the World Food Program, in Kenya, February, 2006.

Department of State photograph

I/P: HUMANITARIAN ASSISTANCE *(continued)*

INDICATOR: Nutritional Status of Children Under 5 Years of Age - Trend

Outcome

JUSTIFICATION: Nutritional status is a basic indicator for assessing the severity of crisis, together with Crude Mortality Rate. In emergencies, weight loss among children 6-59 months is used as a proxy indicator for the general health and well-being of the entire community. This indicator is used to measure emergency assistance among dispersed populations.

FY 2006 PERFORMANCE		
Target	In complex humanitarian crises, USAID will ensure 30% of sites are monitored, and nutritional status improves or remains stable in two-thirds of the monitored sites, for all of its funded projects.	
Results	In complex humanitarian crises, USAID ensured that 34.7% of sites were monitored and nutritional status remained stable in 82% of the monitored sites and improved in 18% of sites.	
Rating	■ **Above Target**	
Impact	Global Acute Malnutrition (GAM) rates are stable or improving in the majority of USAID funded sites being monitored.	

PERFORMANCE DATA		
Data Source	The primary data source is surveys undertaken by NGO implementing partners with health/nutrition programs. NGO survey data are compiled by the United Nations Standing Committee on Nutrition (UN SCN) and integrated to the global database, along with survey data from the UN, international organizations and other partners. Data are used for global trend analysis and monitoring.	
Data Quality (Verification)	The UN SCN screens survey data for reliability and validity. USAID recommends establishing an independent expert group to further this work in coordination with the UN SCN.	

PAST PERFORMANCE		
2005	Nutritional status improved or remained stable in two-thirds of monitored sites. 163 emergency sites were surveyed in 23 countries. Data available from 40 emergency sites showed that nutritional status improved in 13% of sites from FY 2004 to FY 2005 and remained stable in 85% of sites. Nutritional status deteriorated in 2% of sites.	
2004	198 emergency sites surveyed in 22 countries (16 in Africa, four in Asia, one in Middle East, and one in South America).	
2003	Nutrition data compiled for 67% of selected conflict sites with Crude Mortality Rate data, mostly in the Africa region and countries with protracted emergencies, and Iraq and Afghanistan.	

Multilateral Response to the Lebanon Crisis

Nearly 975,000 Lebanese fled their homes at the peak of the July 2006 crisis and more than 394,000 registered Palestinian refugees living in Lebanon were affected, including 20,000 internally displaced people who sought protection and assistance during the conflict. Both in Washington and overseas, the State Department's Bureau of Population, Refugees, and Migration (PRM) facilitated close coordination between UN agencies, the International Committee of the Red Cross, and the International Organization for Migration with key USG partners such as USAID, DOD, and Non-Governmental Organizations responding to humanitarian needs. PRM staff participated in the USG Disaster Assistance Response Team (DART) which determined priorities for humanitarian assistance, as well as the USG Response Management Team that provided support to the DART from Washington. PRM provided $23 million for protection and assistance activities in Lebanon, Syria, and other countries of asylum in the region. USAID provided an additional $50 million for humanitarian relief through various international and non-governmental partners.

State Department volunteers work the Lebanon Task Force, July 2006. State Department photo

I/P: HUMANITARIAN ASSISTANCE *(continued)*

INDICATOR: Number of Beneficiaries Assisted by USAID Title II Emergency Food Aid

Output

JUSTIFICATION: This indicator captures the total level of beneficiaries assisted by USAID Title II Emergency Food Aid.

FY 2006 PERFORMANCE		
Target	66,927,121 beneficiaries expected to receive Title II Emergency Food Aid.	
Results	62,911,494 beneficiaries received Title II Emergency Food Aid.	
Rating	**Below Target**	
Impact	USAID assistance provides a wide range of life-saving and preparedness services to millions of beneficiaries each year.	
Reason for Shortfall	Title II emergency activities faced increased costs, as well as a difficult security and operational environment, in FY 2006.	
Steps to Improve	The necessary steps for this program's improvement are pending and will be obtained once final FY 2006 results are reported.	

PERFORMANCE DATA		
Data Source	Preliminary result data from USAID operating units; implementing partner reports.	
Data Quality (Verification)	The Agency's performance data are verified using data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System, Chapter 203.3.5, www.usaid.gov/policy/ads/200/203.pdf).	

PAST PERFORMANCE		
2005	44,018,945 beneficiaries, a 24% increase from FY 2004.	
2004	36,476,685 beneficiaries, a 12% decrease from the FY 2003 baseline.	
2003	**Baseline:** 46,692,847 beneficiaries.	

Building Refugee Women's Vocational Skills in Darfur

In South Darfur, USAID is working to reduce exposure to risk when women venture outside of refugee camps to gather firewood. USAID is supporting classes that will give Sudanese refugee women the skills to earn income as seamstresses and allow their families to purchase firewood in local markets. The classes range from two months for basic vocational sewing to four months for skills to maintain and fix sewing machines. Since February 2006, USAID has trained more than 200 women in sewing, maintaining sewing machines, and developing plans for establishing small tailoring businesses.

Sewing courses in Kalma camp teach displaced women how to earn income as seamstresses. USAID photo

I/P: REFUGEE ADMISSIONS TO THE U.S.

INDICATOR: Refugees Resettled in the U.S., as a Percentage of the Ceiling

PART Output

JUSTIFICATION: This indicator measures the effectiveness of the refugee admissions program overall and provides some insight into the Department's performance in managing the process.

FY 2006 PERFORMANCE	**Target**	100% of the allocated ceiling of 50,000 refugees.
	Results	69%; 41,277 refugees were resettled in the U.S. out of the allocated ceiling of 60,000 refugees.
	Rating	▨ **Below Target**
	Impact	Refugees and their families achieved a durable solution and started new lives in communities across the United States, although the number of refugees resettled in the U.S. fell below the annual allocated ceiling.
	Reason for Shortfall	Results for FY 2006 were below target as a result of: (1) delays due to material support issues; and (2) funding levels sufficient for only 54,000 refugees.
	Steps to Improve	The Department will continue to engage USG stakeholders on the importance of resolving material support issues.
PERFORMANCE DATA	**Data Source**	The Department of State's Refugee Processing Center collects data on refugees admitted to the U.S.
	Data Quality (Verification)	The Department's Refugee Processing Center collects, records, and analyzes data on refugee admissions to the United States using the Worldwide Refugee Admissions Processing System.
PAST PERFORMANCE	**2005**	108%; 53,318 refugees were resettled in the U.S. of the allocated ceiling of 50,000 refugees.
	2004	106%; 52,868 refugees were resettled in the U.S. of the allocated ceiling of 50,000 refugees.
	2003	Out of a ceiling of 70,000 refugees, 28,422 (41%) were resettled.

A USAID official checks the humanitarian supplies shipped by the U.S. to the port of Beirut, July 2006. USAID delivered around 20,000 blankets, 1,000 tarps and seven emergency medical kits in Lebanon. AP/Wide World

I/P: HUMANITARIAN MINE ACTION

INDICATOR: Number of Countries Meeting Target of Self-Sufficiency or Reaching Final Bilateral Program Objectives

PART Output

JUSTIFICATION: Department of State oversees bilateral humanitarian mine action programs worldwide which include strategic planning, capacity development, mine action training, victims' assistance and mine risk education. This indicator captures the total number of countries that have graduated from receiving U.S. assistance to self-sufficiency.

FY 2006 PERFORMANCE		
Target	17 countries.	
Results	17 countries.	
Rating	■ **On Target**	
Impact	U.S. Government training and assistance have provided the foundation for seventeen countries to achieve self-sufficiency to carry out humanitarian demining programs in their countries. By clearing land and infrastructure of dangerous mines, countries are able to increase food production, safely return refugees and Internally Displaced Persons, reopen key transportation corridors and restore a sense of public safety.	

PERFORMANCE DATA		
Data Source	Department of State reporting from nation-partners, implementing partners, and U.S. embassies of successful completion of host-nation strategic and national objectives.	
Data Quality (Verification)	The Department overseas humanitarian mine action programs and works with national partners and implementing partners to track and verify levels of self-sufficiency.	

PAST PERFORMANCE		
2005	17.	
2004	17.	
2003	12.	

I/P: WORLD FOOD PROGRAM DONOR BASE

INDICATOR: Percentage of Non-USG Contributions to UN World Food Program

Output

JUSTIFICATION: The UN World Food Program (WFP) is a generally well-run organization, but its effectiveness can be compromised by over-reliance on USG contributions. More contributors and greater contributions from existing contributors are needed to keep WFP's crisis response capacity at its current level.

FY 2006 PERFORMANCE		
Target	WFP has sufficient funds to meet priority needs, with contributions from many donor countries and the private sector. Non-USG contributions are 55% of total contributions.	
Results	WFP continues to actively solicit contributions from new donors including from the private sector. WFP works on a calendar year basis. As of September 15, 2006, WFP had received $1.9 billion in contributions for CY 2006, of which $793 million was from the United States. Non-U.S. Government contributions amounted to 59% of total contributions.	
Rating	■ **Above Target**	
Impact	Contributions to WFP enable it to provide both emergency and development food aid to people in need.	

PERFORMANCE DATA		
Data Source	UN World Food Program.	
Data Quality (Verification)	The Department tracks and verifies performance data provided through WFP's accounting.	

I/P: WORLD FOOD PROGRAM DONOR BASE *(continued)*

INDICATOR: Percentage of Non-USG Contributions to UN World Food Program *(continued)*

PAST PERFORMANCE		
2005	Four new donors participated—Azerbaijan, Liechtenstein, Namibia, and Trinidad and Tobago—and WFP had received $2.08 billion in contributions, of which $934 million were from the United States. Non-U.S. Government contributions were 55% of total.
2004	As of October 2004, there were seven new donors to WFP—Madagascar, Guatemala, Ecuador, United Arab Emirates, Iran, Pakistan, and Zimbabwe—and WFP had received $1.562 billion in contributions, of which $718 million were from the United States. Non-USG contributions were 54% of total contributions.
2003	As of September 2003, WFP had nine new donors—Cameroon, El Salvador, Greece, Kuwait, Malta, Marshall Islands, Qatar, Russia, and Vietnam—and non-USG contributions to WFP totaled $877 million, an increase of less than 1% over 2002 contributions.

ANNUAL PERFORMANCE GOAL 2

IMPROVED CAPACITY OF HOST COUNTRIES AND THE INTERNATIONAL COMMUNITY TO REDUCE VULNERABILITIES TO DISASTERS AND ANTICIPATE AND RESPOND TO HUMANITARIAN EMERGENCIES.

I/P: CAPACITY BUILDING

INDICATOR: Number of Crisis-Prone Countries That Have Systems to Warn about Shocks and Their Effects on Food Availability

Output

JUSTIFICATION: This indicator tracks local capacity in USAID-assisted countries to anticipate and respond appropriately to potential and current disasters.

FY 2006 PERFORMANCE		
Target	16 USAID-assisted, crisis prone countries have systems to warn of shocks.
Results	20 USAID-assisted, crisis prone countries have systems to warn of shocks. An increase in the total number of crisis prone countries caused a net decrease in the percentage of countries that have systems to warn of shocks.
Rating	🟩 **On Target**
Impact	An increased number of USAID-assisted countries have established local capacity to anticipate and respond appropriately to disasters.

PERFORMANCE DATA		
Data Source	Famine Early Warning System Network (FEWSNET) monitoring reports.
Data Quality (Verification)	The Agency's performance data are verified using data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System, Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

PAST PERFORMANCE		
2005	Fourteen USAID-assisted, crisis prone countries have systems to warn of shocks.
2004	First year of data collection. Nine USAID-assisted, crisis prone countries have systems to warn of shocks.
2003	N/A.

STRATEGIC OBJECTIVE #3:
PROMOTE INTERNATIONAL UNDERSTANDING

Throughout the world, the public face of the United States generates strong opinions, positive and negative. These public attitudes directly affect our ability to achieve our foreign policy and development assistance objectives. The Department leads the effort to shape these U.S. perceptions by relating this public face to our values as a nation and our history as a people.

U.S. values and interests drive our policies. Moreover, the values we espouse of political and economic freedom and the non-negotiable demands of humanity are increasingly recognized as universal rather than culturally specified. Successful public diplomacy communicates and translates this intersection of values, interests, and policy while listening carefully to international publics. To this end, we must maintain a continuous dialogue, mindful of regional context and cultural traditions, on the substance of U.S. ideals and their relationship to specific policies. Through this dialogue, the Department will work to paint a realistic picture of the United States, one that enables audiences to make informed judgments about our policies, our society, and the relationship of both to their own interests.

STRATEGIC GOAL 11: PUBLIC DIPLOMACY AND PUBLIC AFFAIRS

Increase Understanding For American Values, Policies, and Initiatives to Create a Receptive International Environment

I. Public Benefit

The international exchange of information, persons, and ideas is fundamental to the security of the United States. Public Diplomacy and Public Affairs functions are premised on the knowledge that public opinion, the development of future leaders, and the benefits of education programs influence societies and affect official decision-making almost everywhere in the world.

The need for public understanding continues to be critically important, both domestically and internationally. Anti-American sentiment must be countered with appreciation for U.S. policies and values, including American contributions to win the war on terrorism and efforts to achieve greater international stability. The Department's public diplomacy activities seek to promote better appreciation and understanding for the U.S. abroad and greater receptivity for U.S. policies among

Under Secretary Karen Hughes speaks on religious issues facing the world at the International Prayer for Peace Summit in Washington, April 2006. AP/Wide World Photo
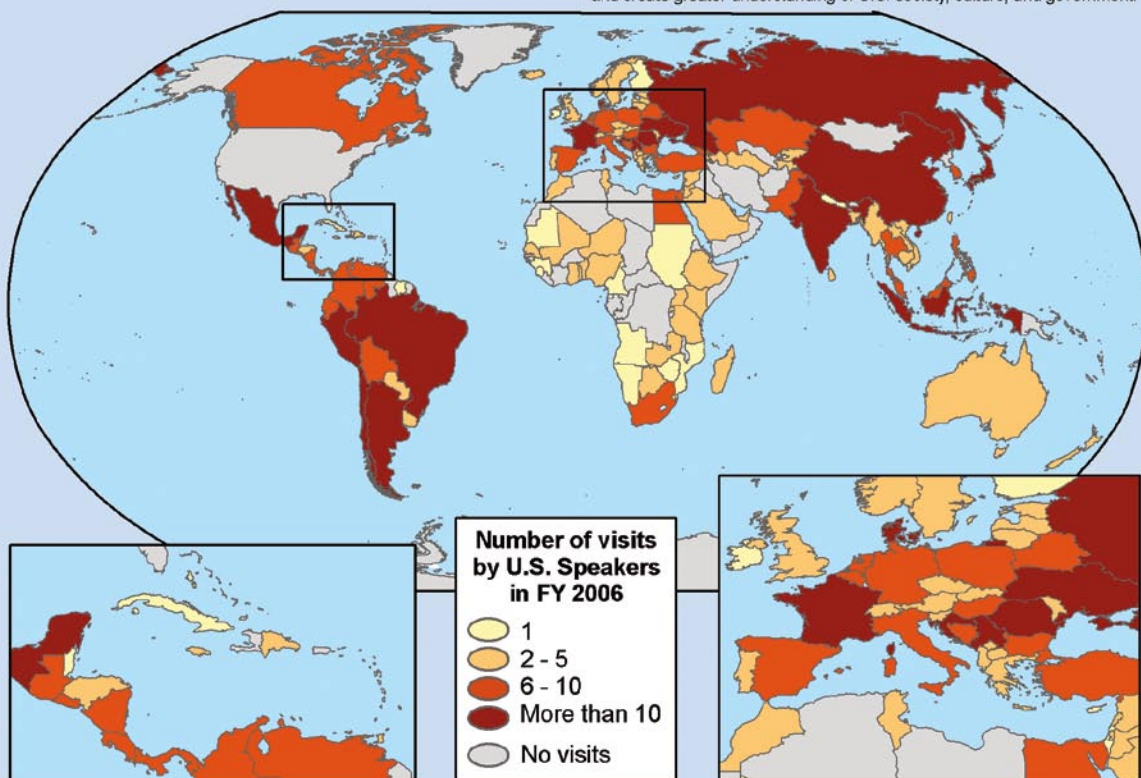
international publics, as well as greater knowledge among Americans about the world. Public diplomacy programs encourage and empower moderates with a positive vision of hope and isolate those who preach violence and extremism. Over the long term, public diplomacy programs foster a sense of common interests and common values between Americans and people of different countries, cultures and faiths. These efforts to inform Americans at home and understand, engage, and influence publics abroad are accomplished by the efforts of public diplomacy professionals working domestically and overseas.

The Department is expanding the scope of public diplomacy by engaging younger and broader audiences in the Arab and Muslim world and other regions, using multiple channels of communication and interaction to expand our reach. Through public affairs programs, the Department also informs the American people of U.S. foreign policy initiatives that impact their lives, providing opportunities for direct participation and greater understanding of policies carried out on their behalf.

U.S. SPEAKER AND OUTREACH PROGRAM

730 Speakers Sponsored by the Bureau of International Information Programs (IIP) Visited 137 Countries in FY 2006

IIP speakers travel overseas and explain U.S. policy and American society and values to a worldwide community of diplomats and other government officials, opinion-makers, foreign policy experts, academics, members of the media, students and self-selected public audiences. The engagement with foreign publics and especially the interactive aspects provide credibility and create greater understanding of U.S. society, culture, and government.

Number of visits by U.S. Speakers in FY 2006

- 1
- 2 - 5
- 6 - 10
- More than 10
- No visits

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II. Selected Performance Trends
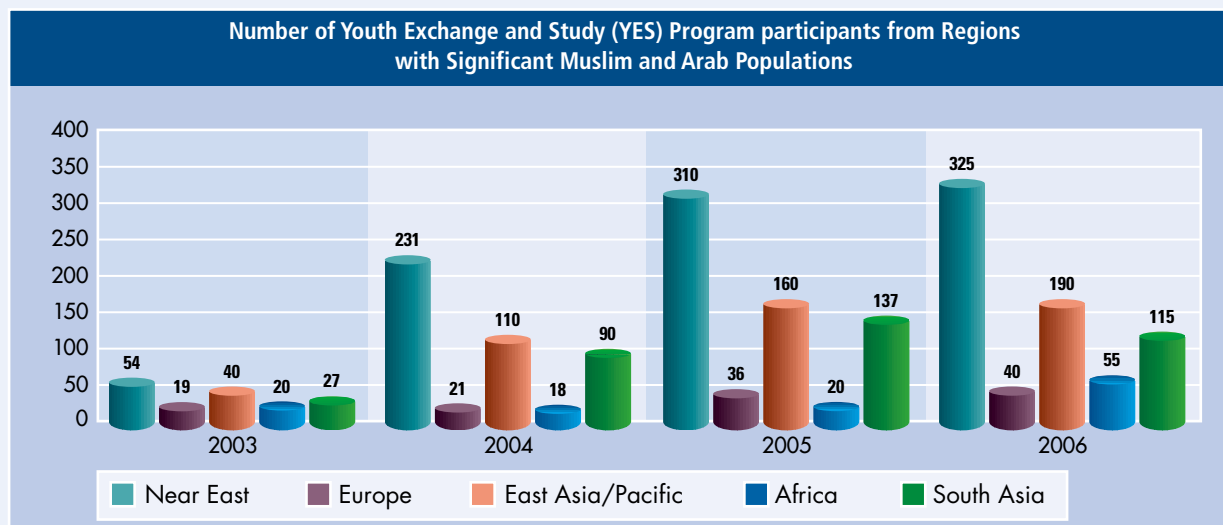
Number of Youth Exchange and Study (YES) Program participants from Regions with Significant Muslim and Arab Populations

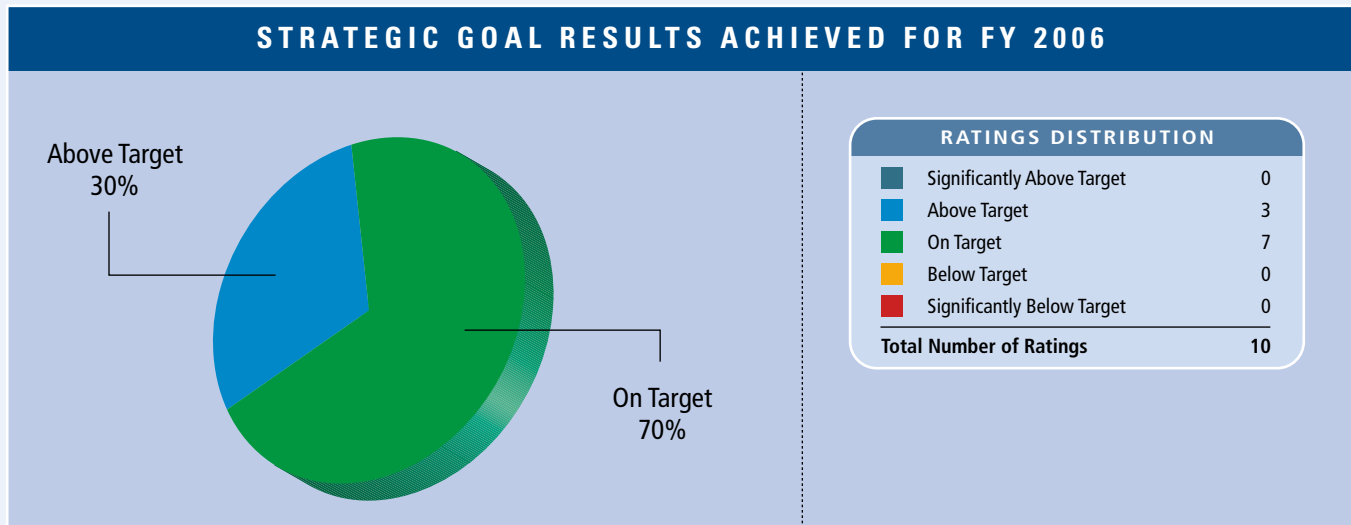| Region	2003	2004	2005	2006
Near East	54	231	310	325
Europe	19	21	36	40
East Asia/Pacific	40	110	160	190
Africa	20	18	20	55
South Asia	27	90	137	115

III. Strategic Context

Shown below are the performance goals, initiatives/programs, and the major resources, bureaus and partners that contribute to accomplishment of the Public Diplomacy and Public Affairs strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	External Partners
Public Diplomacy and Public Affairs	International Public Opinion	International Public Opinion	D&CP	IIP, Regional Bureaus	Broadcasting Board of Governors, private sector entities, NGOs, think tanks, and polling organizations
		Reaching Out to Allies and Regional Powers	D&CP	PA, Regional Bureaus	NED, private sector, NGOs, think tanks and polling organizations, academia
	Mutual Understanding	Reaching Younger Audiences	ECE, ESF	ECA, Regional Bureaus	U.S. NGOs, academia, private sector
		Global Educational and Cultural Exchanges	ECE	ECA, Regional Bureaus	U.S. NGOs, academia, private sector
		Engage Young People	D&CP	ECA, IIP, Regional Bureaus, LPA	Broadcasting Board of Governors, private sector entities, NGOs, think tanks and polling organizations, academia
		Educational and Cultural Exchange Programs in SA and NEA	ECE, ESF, MEPI	ECA, Regional Bureaus	U.S. NGOs, academia, private sector
		Engaging Audiences More Deeply	ECE, ESF	ECA, Regional Bureaus	U.S. NGOs, academia, private sector
	Domestic Understanding of Foreign Policy	Outreach to Expanded U.S. Audience	D&CP	PA	educational institutions, NGOs, and community groups

PASSPORT
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IV. Performance Summary

The chart below summarizes Department performance ratings for the Public Diplomacy and Public Affairs strategic goal.

STRATEGIC GOAL RESULTS ACHIEVED FOR FY 2006

Above Target
30%

On Target
70%

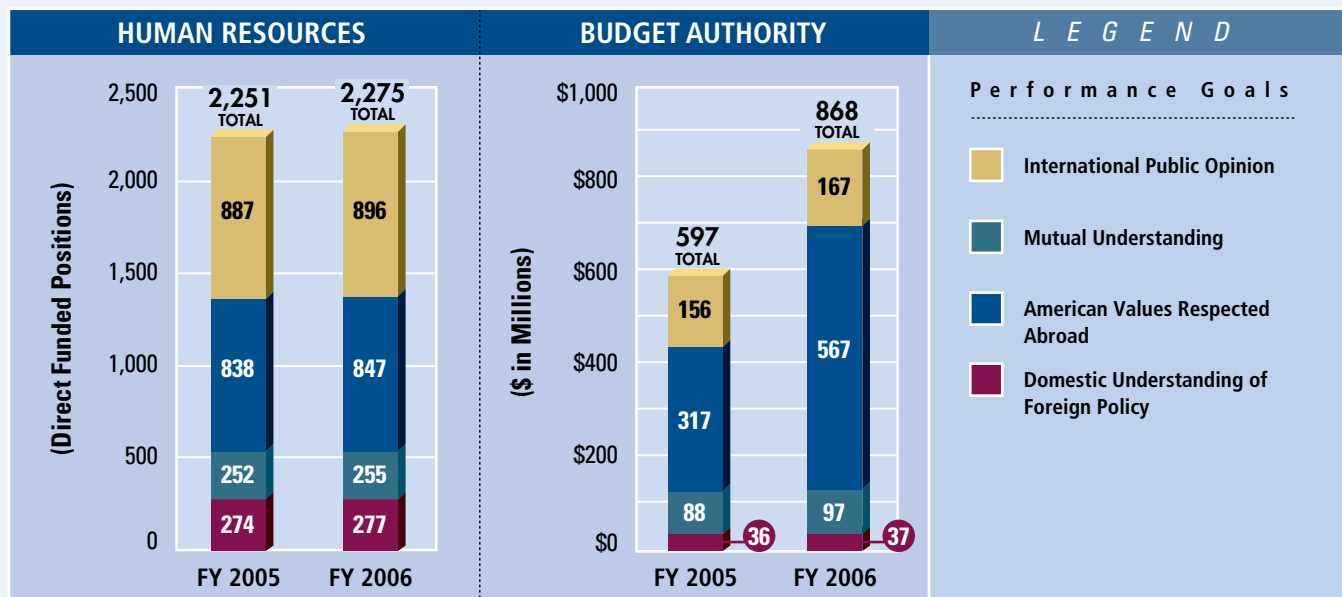| RATINGS DISTRIBUTION	
Significantly Above Target	0
Above Target	3
On Target	7
Below Target	0
Significantly Below Target	0
Total Number of Ratings	**10**

V. Performance Analysis

PERFORMANCE TRENDS. There have been a number of significant trends under the Department's Public Diplomacy Strategic Goal. The Department has continued public diplomacy outreach to Arab and Muslim publics. There has been an increase in exchange students from the Middle East compared to FY 2005. Additionally, the Department is working to target younger segments of society around the world. Additionally, the Secretary of State and the Secretary of Education are working together to engage leaders of U.S. higher education in a renewed partnership to strengthen international education and emphasize its importance to the national interest. Moreover, President Bush has announced the National Security Language Initiative to increase the number of Americans learning critical need foreign languages such as Arabic, Chinese, Hindi, and Farsi, as well as others.

HIGH-LEVEL RESULTS. At the heart of all public diplomacy and public affairs programs, the Department is working toward changing a perception or attitude of the United States and its people. Even though this is an arduous goal for these programs to measure in the long-term, the Department's public diplomacy programs have achieved either on target or above target ratings in all of its programs. For example, the Department was able to obtain an 80% result for FY 2006 for educational and cultural program participants who espouse democratic principles at least one year after their program. Under a relatively new American Corners program, the Department has been able to increase the understanding of U.S. policy, as well as American society and values for 53 percent of its visitors.

RESULTS SIGNIFICANTLY ABOVE OR SIGNIFICANTLY BELOW TARGET. No single indicator was rated significantly above target or below target.

KEY INITIATIVES AND PROGRAMS. The Department invested approximately $334 million in public diplomacy international information programs and an additional $432 million in educational and cultural exchange programs, including the flagship Fulbright program.

VI. Resources Invested

HUMAN RESOURCES

(Direct Funded Positions)

	FY 2005	FY 2006
TOTAL	2,251	2,275
International Public Opinion	887	896
American Values Respected Abroad	838	847
Mutual Understanding	252	255
Domestic Understanding of Foreign Policy	274	277

BUDGET AUTHORITY

($ in Millions)

	FY 2005	FY 2006
TOTAL	597	868
International Public Opinion	156	167
American Values Respected Abroad	317	567
Mutual Understanding	88	97
Domestic Understanding of Foreign Policy	36	37

LEGEND

Performance Goals

- International Public Opinion
- Mutual Understanding
- American Values Respected Abroad
- Domestic Understanding of Foreign Policy

A Look to History: Public Diplomacy and Public Affairs

The U.S. Government launched its first major effort of what later would be called public diplomacy in April 1917 during World War I when it created the Committee on Public Information. Though the Secretaries of War, State, and the Navy were members, the committee was led by George Creel and became known as the Creel Committee. The Committee's goal was to engender support for American war aims and President Woodrow Wilson's international, democratic ideals. Congress abolished the Creel Committee at the end of the war in June 1919. President Harry Truman established the Office of War Information to do similar work during World War II. In January 1948, Congress passed the Smith-Mundt Act which prohibited all future agencies charged with international public diplomacy efforts from operating domestically.

Elmer Davis, director of the U.S. Office of War Information, poses after conferring with the President at the White House in Washington, D.C., August 1943. AP/Wide World
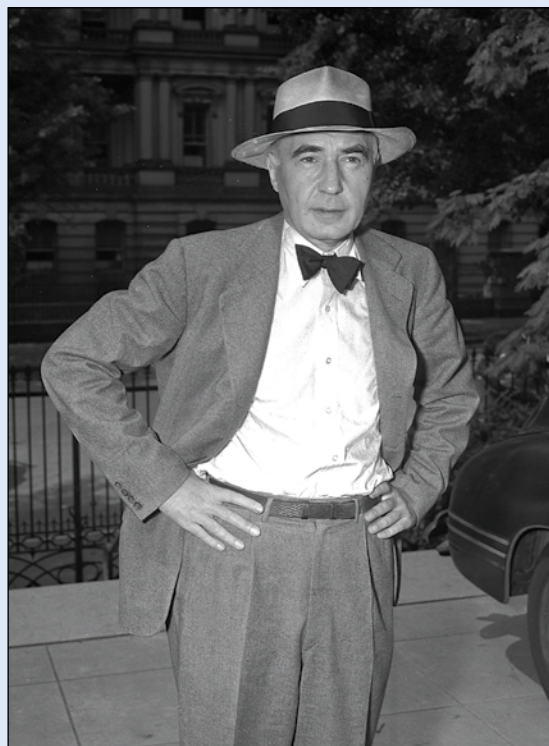
VII. Performance Results

For each initiative/program that supports accomplishment of this strategic goal, the most critical FY 2006 performance indicators and targets are shown below.

ANNUAL PERFORMANCE GOAL 1

PUBLIC DIPLOMACY INFLUENCES GLOBAL PUBLIC OPINION AND DECISION-MAKING CONSISTENT WITH U.S. NATIONAL INTERESTS.

I/P: COMBAT TERRORISM AND FOSTER REGIONAL STABILITY		
	INDICATOR: Level of International Public Understanding of U.S. Security Policies	
	Outcome	

JUSTIFICATION: This indicator measures the level of understanding of U.S. policies and the context in which they are formulated to track the Department's effectiveness in communicating with U.S. target audiences.

FY 2006 PERFORMANCE	**Target**	Establish FY 2006 baseline.
	Results	**Baseline:** 38.9% of survey participants claimed their understanding of U.S. foreign policy increased to a high extent, registering as a four or a five on a five-point scale.
	Rating	■ **On Target**
	Impact	The Department is making progress on increasing levels of public awareness and understanding of U.S. foreign policy issues and objectives among populations overseas.
PERFORMANCE DATA	**Data Source**	Data are gathered in statistically valid surveys conducted by independent, external evaluators.
	Data Quality (Verification)	Preliminary baseline data are based on a four-country survey of American Corners visitors. The data was gathered by an independent, external evaluation contractor and includes both qualitative and quantitative data. The data were analyzed according to recognized evaluation industry standards.
PAST PERFORMANCE	**2005**	No data available due to funding constraints.
	2004	No data available due to funding constraints.
	2003	**2003 Baseline:** Post reporting indicates that IIP's 846 speakers, 480 DVCs and 500,000 print publications reached their intended target audiences with information about U.S. Government policies.

I/P: REACHING OUT TO ALLIES AND REGIONAL POWERS

INDICATOR: Level of Media Placement in Foreign Markets in Print and Broadcast

Outcome

JUSTIFICATION: The State Department uses The NewsMarket, a Web-based strategic broadcast relations platform, to transmit positive images about the United States and its policies and programs to TV broadcasters globally. This indicator measures the volume of U.S. print and broadcast media placements.

FY 2006 PERFORMANCE	**Target**	2% overall increase above FY 2005 results.
	Results	**Placement of Broadcast Media:** • 204 stories made available to foreign media. **State Department Video Clip reels:** • 1,395 clips requested from 172 foreign TV stations in 30 countries. **Production of Broadcast Media:** • 127 live/taped studio and location TV interviews with U.S. Government and NGO officials. • Over 2000 hours of American Embassy Television Network (AETN) transmissions. **Additional products placed to market:** • 4945 tapes of acquired programming distributed to posts. • 34 new titles of acquired programs. • 57 Arabic language versioned programs offered.
	Rating	🟩 **On Target**
	Impact	An increased volume of media placements provides foreign broadcasters with more opportunities to convey information related U.S. policies and programs.
PERFORMANCE DATA	**Data Source**	NewsMarket, which is a global platform that allows journalists to view and request broadcast-standard video around the world.
	Data Quality (Verification)	There is high confidence in the accuracy and validity of the data gathered from NewsMarket and from field reporting by posts, recorded in the Public Diplomacy Results database.
PAST PERFORMANCE	**2005**	106 stories made available to foreign media; State Department Video Clip reels (3,164 requested from foreign TV stations). Produced 37 TV-Coops; 126 live/taped studio and location TV interviews U.S. Government/NGO officials; 66 original news productions; 70 Co-productions; and over 2000 hours of AETN transmissions.
	2004	• 103 Stories made available to foreign Media State Department Video Clips uploaded. • Produced 46 TV Co-ops; 67 live/taped studio and location TV interviews with Department and other USG/NGO officials; 40 Original news productions; 6 Co-productions; and over 1300 hours of AETN transmissions. • Actual op-ed/byliner placement by region: Africa-242, East Asia/Pacific-231, Europe-277, Near East-174, South Asia-712, and Western Hemisphere-309.
	2003	**Baseline:** • Two short documentary films aired in 25 countries; 120 special TV productions; 75 Foreign Press Center Briefings; 31 TV co-ops with foreign broadcasters; 4 co-productions for Russian Public TV, Belarus TV, Georgian TV, and French African TV, 184 TV interviews; and 38 radio interviews. Print media: 22 Foreign Press Center briefings and 87 interviews. • Actual op-ed/by-liner placement, by region: Africa-53, East Asia/Pacific-60, Europe-434, Near East-43, South Asia-78, and Western Hemisphere-238.

ANNUAL PERFORMANCE GOAL 2

INTERNATIONAL EXCHANGES INCREASE MUTUAL UNDERSTANDING AND BUILD TRUST BETWEEN AMERICANS AND PEOPLE AND INSTITUTIONS AROUND THE WORLD.

I/P: REACHING YOUNGER AUDIENCES

INDICATOR: Number of Foreign Youth Participants in Regions With Significant Muslim and Arab Populations Reached by the Youth Exchange Scholarship Program	
Outcome	

JUSTIFICATION: Quantitative measures based on increases in numbers of participants are reliable and help measure potential increased impact of Education Cultural Affairs activities.

FY 2006 PERFORMANCE		
Target	NEA: 270. EAP: 150. SA: 130. AF: 50. EUR: 40. **TOTAL: 640.**
Results	NEA: 325. EAP: 190. SA: 115. AF: 55. EUR: 40. **TOTAL: 725.**
Rating	▣ **Above Target**
Impact	By providing opportunities for foreign youth to participate in exchange programs, the USG's Youth Scholarship Program is expanding public diplomacy outreach to a new sector of foreign societies and exposing more foreign youth to U.S. values and culture.

PERFORMANCE DATA		
Data Source	Data comes from partner agencies that implement the specific exchange program as part of required grant reporting.
Data Quality (Verification)	The numbers of participants are verified by the non-profit partner organizations that implement programs. A comprehensive evaluation project sponsored by the Department is closely measuring the impact of the youth exchange experience on participants and has verified program performance measures through mandatory reporting by non-profit partner organizations.

PAST PERFORMANCE		
2005	NEA: 310. EAP: 160. SA: 137. AF: 20. EUR: 36. **TOTAL: 663.**
2004	300% increase in new participants in youth exchange programs from FY 2003. NEA: 231. EAP: 110. SA: 90. AF: 18. EUR: 21. Total: 470.
2003	**Baseline:** NEA: 54. EAP: 40. SA: 27. AF: 20. EUR: 19. Total: 160.

I/P: GLOBAL EDUCATIONAL AND CULTURAL EXCHANGES

INDICATOR: Percentage of Program Participants Who Espouse Democratic Principles at Least One Year After Their Program

PART Outcome

JUSTIFICATION: This indicator gauges the long-term impact of U.S. cultural exchange programs on shaping participants' values and ideals related to democratic principles as a vehicle for social democratic change.

FY 2006 PERFORMANCE		
Target	70%.	
Results	80.17%.	
Rating	■	**Above Target**
Impact	Educational and cultural exchange participants begin or continue to espouse democratic values as a result of their exchange experience.	

PERFORMANCE DATA		
Data Source	Data are gathered in statistically valid surveys and polling conducted by independent, external evaluators. In selected cases an attempt is made to use comparison groups to assess impact. With available funding, pre- and post- program experience surveys are also used to assess the change. Direct exchange participants' responses to pre- and post-program surveys using online performance measurement system (E-GOALS) and independent program evaluations.
Data Quality (Verification)	E-GOALS provides a secure mechanism for presenting the online survey, capturing data submitted by respondents and reliably transmitting the data to an online database. To ensure validity of responses, E-GOALS automatically generates survey respondent identification numbers that ensure one response per exchange participant. The database behind E-GOALS stores and secures all data obtained from surveys. The Department is able to obtain real-time reports by quarter(s), fiscal year or other criteria for all responses to date or by exchange program to date.

PAST PERFORMANCE	
2005	78.84%.
2004	80%.
2003	**Baseline:** 68%.

Secretary Rice delivers remarks at the announcement of the Department's new Edward R. Murrow Journalism program. The program, a public–private partnership between the Bureau of Educational and Cultural Affairs and seven leading journalism schools, has become one of the Department's key public diplomacy exchange programs. In 2006, 124 distinguished journalists from more than 100 countries around the world participated in the program.

Department of State photo

I/P: GLOBAL EDUCATIONAL AND CULTURAL EXCHANGES *(continued)*

INDICATOR: The Number of Foreign Exchange Participants by Region

Output

JUSTIFICATION: This indicator measures the scope and reach of exchange programs, which helps the Department assess long term trends and ensure proper audience targeting.

FY 2006 PERFORMANCE		
Target	Increase the number of participants in the Near East and South and Central Asia regional programs by 35 percent over the 2003 baseline. Near East: 1,671 South and Central Asia: 953 Eurasia: 2,200. Maintain other regions at 2003 levels Africa: 1,042 East Asia and the Pacific: 2,240 Europe: 9,536 Western Hemisphere: 1,788 TOTAL: 19,430.	
Results	Anticipate meeting or exceeding FY 2006 target.	
Rating	🟩 **On Target**	
Impact	By increasing exchange opportunities in the Middle East and South and Central Asia, the Department is expanding public diplomacy outreach to regions key to U.S. foreign policy goals and exposing more individuals in these regions to U.S. values, interests and culture.	

PERFORMANCE DATA		
Data Source	The Department collects data through mandatory reporting by non-profit partner organizations. In addition, the Department uses a comprehensive database and reporting system to verify the numbers.	
Data Quality (Verification)	The Department's Bureau of Educational and Cultural Affairs verifies performance data through mandatory reporting by non-profit partner organizations and through use of a comprehensive database and reporting system.	

PAST PERFORMANCE		
2005	Near East: 1,868 East Asia and the Pacific: 1,786 South and Central Asia: 1,062 Africa: 1,121 Europe: 12,966 Western Hemisphere: 2,290 TOTAL: 21,093.	
2004	**Estimates:** Africa: 1,042 East Asia and the Pacific: 2,240 Europe: 9,536 Eurasia: 2,200* Near East: 1,560 South and Central Asia: 890 Western Hemisphere: 1,788 TOTAL: 19,256. * Drop in Eurasia reflects decrease of nearly 50 percent of Freedom Support Act Funds and lack of receiving current services.	
2003	**Baseline:** Africa: 1,042 East Asia and the Pacific: 2,240 Eurasia: 6,583 Europe: 9,356 Near East: 1,626 South and Central Asia: 732 Western Hemisphere: 1,788 TOTAL: 23,367.	

I/P: ENGAGE YOUNG PEOPLE

INDICATOR: Extent to Which Youth Programs/Products Reach Young People in Other Countries with Information About the U.S.

Output

JUSTIFICATION: This indicator helps track the Department's effectiveness in reaching foreign youth through the American Corners program, a critical audience for U.S. public diplomacy.

FY 2006 PERFORMANCE		
Target	Establish FY 2006 baseline.	
Results	**Baseline:** 53% t of visitors surveyed indicate high increase in understanding of U.S. policy, society and values as a result of visiting American Corners.	
Rating	🟩	**On Target**
Impact	In reaching a youth audience with information about the United States, the Department has increased the understanding of U.S. policy, society and values among the successor generation.	

PERFORMANCE DATA		
Data Source	Data is gathered in statistically valid surveys conducted by independent, external evaluators.	
Data Quality (Verification)	This is a preliminary baseline based on a four-country survey of American Corners visitors. The data were gathered by an independent, external evaluation contractor and includes both qualitative and quantitative data. The data were analyzed according to recognized evaluation industry standards.	

PAST PERFORMANCE		
2005	N/A.	
2004	N/A.	
2003	N/A.	

I/P: EDUCATIONAL AND CULTURAL EXCHANGE PROGRAMS IN SOUTH ASIA AND THE NEAR EAST

INDICATOR: The Percentage of Near Eastern and South Asian Participants Who Increase or Change Their Understanding of the Host Country Immediately Following Their Program Experience

PART Outcome

JUSTIFICATION: This indicator reflects the fundamental goal to promote mutual understanding. The percent of participants who increase their understanding demonstrates the effectiveness of public diplomacy programs.

FY 2006 PERFORMANCE		
Target	93%.	
Results	Near East: 88.57%. South and Central Asia: 95.77%. Average: 92.17%. The average percentage is within the 1 percent range allowable due to sampling variation.	
Rating	🟩	**On Target**
Impact	Exchange programs have helped provide a more accurate and balanced understanding of the United States to foreign participants. By increasing and improving understanding, exchange programs enhance dialogue and diminish misperceptions that lead to hostility toward the United States.	

PERFORMANCE DATA		
Data Source	Data gathered in statistically valid surveys/polling conducted by independent, external evaluators. Direct exchange participants responses to pre- and post-program surveys using online performance measurement system (E-GOALS) and independent program evaluations.	
Data Quality (Verification)	E-GOALS provides a secure mechanism for presenting the online survey, capturing data submitted by respondents and reliably transmitting the data to an online database. To ensure validity of responses, E-GOALS automatically generates survey respondent identification numbers that ensure one response per exchange participant. The database behind E-GOALS stores and secures all data obtained from surveys. The Department is able to obtain real-time reports by quarter(s), fiscal year or other criteria for all responses to date or by exchange program to date.	

I/P: EDUCATIONAL AND CULTURAL EXCHANGE PROGRAMS IN SOUTH ASIA AND THE NEAR EAST *(continued)*

INDICATOR: The Percentage of Near Eastern and South Asian Participants Who Increase or Change Their Understanding of the Host Country Immediately Following Their Program Experience *(continued)*

PAST PERFORMANCE	2005	94.10%.
	2004	96.02%.
	2003	89.00%.

I/P: ENGAGING AUDIENCES MORE DEEPLY

INDICATOR: Percentage of Exchange Participants Who Report a More Favorable View of the People of the United States Within One Year After Their Exchange Experience

Outcome

JUSTIFICATION: This indicator measures the impact of U.S. exchange programs on improving perceptions of foreign publics on American people, culture and values.

FY 2006 PERFORMANCE	Target	93%.
	Results	91.55%.
	Rating	🟩 **On Target**
	Impact	Exchange program participants develop a more favorable view of the people of the United States as a result of their exchange experience. This more favorable view fosters trust between people of the United States and people of other countries, which produces more cooperative relationships between the United States and other countries.

PERFORMANCE DATA	Data Source	Data are gathered in statistically valid surveys and polling conducted by independent, external evaluators. Direct exchange participants responses to pre- and post-program surveys using online performance measurement system (E-GOALS) and independent program evaluations.
	Data Quality (Verification)	E-GOALS provides a secure mechanism for presenting the online survey, capturing data submitted by respondents and reliably transmitting the data to an online database. To ensure validity of responses, E-GOALS automatically generates survey respondent identification numbers that ensure one response per exchange participant. The database behind E-GOALS stores and secures all data obtained from surveys. The Department is able to obtain real-time reports by quarter(s), fiscal year or other criteria for all responses to date or by exchange program to date.

PAST PERFORMANCE	2005	84.58%.
	2004	91%.
	2003	**Baseline:** 91%.

ANNUAL PERFORMANCE GOAL 3

AMERICAN UNDERSTANDING AND SUPPORT FOR U.S. FOREIGN POLICY, DEVELOPMENT PROGRAMS, THE DEPARTMENT OF STATE, AND THE U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT.

I/P: OUTREACH TO EXPANDED U.S. AUDIENCE

INDICATOR: Number of Interviews and Contacts With U.S. Media

Output

JUSTIFICATION: This indicator demonstrates the Bureau of Public Affairs efforts to strategically facilitate and disseminate information by making Department principals accessible to the media to explain U.S. policies and programs.

FY 2006 PERFORMANCE	**Target**	2% overall increase above FY 2005 results.
	Results	● Press Briefings: 228 daily and special press briefings; 125 foreign press center briefings. ● Media Contacts: 14,064 inquiries from the Press, to include calls fielded by press officers, drop-ins, press policy queries, and non-policy press queries. ● Print, Radio and TV interviews: 1,788 print, radio and TV interviews; 26 opinion editorials; 32 Secretary walkups, press availabilities and stake-outs; 13 Secretary press conferences; 62 Secretary speeches/remarks; 10 Secretary Congressional testimony; 160 Secretary trip transcripts; 4 Deputy Secretary press availabilities.
	Rating	🟩 On Target
	Impact	Daily press briefings and responses to journalists' policy questions gave the press accurate, authoritative statements of U.S. policy. Transcripts of daily and special press briefings and the Secretary's remarks to the press are available on the State.gov website, making those wide-ranging discussions of foreign policy available to enormous numbers of readers. Press events with Department officials are carefully planned and designed to explain U.S. foreign policy to the broadest possible audience.
PERFORMANCE DATA	**Data Source**	Bureau of Public Affairs.
	Data Quality (Verification)	There is high confidence in the accuracy and validity of the data, which are publicly available and easily verifiable.
PAST PERFORMANCE	**2005**	● Press Briefings: daily and special press briefings. ● Media Contacts: 15,200 inquiries from the press. ● Print, Radio, and TV interviews: 65 press camera sprays, facilitated by the Bureau of Public Affairs Press Office; 40 Secretary walkout/stakeouts; 21 Secretary press conferences; 47 Secretary speeches/remarks; and eight Secretary Congressional testimonies.

	2004	● Press Briefings:
		  ▪ 227 Daily and Special Press Briefings
		  ▪ 70 Foreign Press Briefing.
		● Media Contacts:
		  ▪ 16,000 inquiries from the Press, to include calls fielded by press officers, reporter drop-ins, press policy queries, press non-policy queries.
		● Print, Radio and TV Interviews:
		  ▪ 1,200 print, radio, and TV interviews, Opinion Editorials
		  ▪ 58 Secretary Walkouts & Stakeouts
		  ▪ 7 Secretary press conferences
		  ▪ 63 Secretary Speeches/Remarks
		  ▪ 9 Secretary Congressional Testimonies.

	2003	**Baseline:** ● 120 daily press briefings ● 15,000 inquiries from the press ● 1,000 print, radio, and TV interviews, Opinion Editorials. ● Educational video on terrorism to 14,000 U.S. educators.

I/P: OUTREACH TO EXPANDED U.S. AUDIENCE *(continued)*

INDICATOR: Increase in the Number of Outreach Activities to Targeted U.S. Audiences

Output

JUSTIFICATION: Public outreach programs provide state and local government officials and the American public opportunities to exchange views with Department of State officials who formulate and implement policy. Conducted throughout the U.S., these programs encourage interest and involvement in foreign affairs and economic development opportunities within a broad cross-section of American society.

FY 2006 PERFORMANCE	**Target**	Sustain FY 2005 levels of performance in the following areas: ● Number of grassroots activities. ● Number of students reached in outreach to colleges/universities. ● Number of educational publications. ● Number of state and local government activities/events.
	Results	**Grassroots activities:** ● Conducted 524 Washington and regional events for Department's speakers program. ● Conducted or participated in 47 NGO events and conferences. ● Reached 35,464 students and others through in-house briefings, digital video conferences and NGO events and conferences. **Educational Curriculum Materials:** ● Published a supplement to weekly reader magazine that reached over 1.25 million students in 58,000 classrooms. **State and Local Activities:** ● Facilitated Embassy and Consulate assistance to overseas delegations for 950 state and local government officials. ● 120,000 contacts made with state and local government officials through presentations at conferences, courtesy meetings, push emails and distribution of Department publications. Responded to 400 requests for information about U.S. foreign policy from governors, mayors, and other state and local officials.
	Rating	■ **Above Target**
	Impact	Through these programs, the Department continued to reach beyond its traditional audiences to include, women, youth, NGOs, businesses, and Arab and Muslim communities. These programs continue to provide Americans a better understanding of U.S. foreign policy and programs.
PERFORMANCE DATA	**Data Source**	Bureau of Public Affairs.
	Data Quality (Verification)	There is high confidence in the accuracy and validity of the data. Materials, events, etc. are public and easily verifiable.

Alumni from the Department's Southeast Europe Youth Leadership Institute participate in Youth Media Training. Department of State photo

I/P: OUTREACH TO EXPANDED U.S. AUDIENCE *(continued)*

INDICATOR: Increase in the Number of Outreach Activities to Targeted U.S. Audiences *(continued)*

PAST PERFORMANCE		
	2005	**Grassroots activities: Conducted over 1,600 outreach activities, including:** • Conducted 700 Washington and regional events for Department's speakers program. • Reached 20,000 students and others through in-house briefings. • Conducted or participated in 26 town meetings and conferences. • Participated in 232 radio programs. **Educational Curriculum Materials:** • A History of Diplomacy curriculum and video over 13,000 copies distributed. • Created and distributed CD-ROM curriculum "Diplomacy in Action" - distributed over 10,000 copies to colleges/universities, libraries and community organizations. • Published supplement to Weekly Reader magazine that reached over 1.25 million students in 58,000 classrooms. **State and Local Activities:** • Facilitated Embassy and Consulate assistance to overseas delegations for 150 state and local government officials. • 60,000 contacts made with state and local government officials through presentations at conferences, courtesy meetings, push emails and distribution of Department publications. • Responded to 370 requests for information about U.S. foreign policy from governors, mayors, and other state and local officials.
	2004	**Grass root activities:** • Reached 45,000 state and local government officials through presentations at conferences, courtesy meetings, push e-mails and distribution of Department publications. • Conducted over 1,600 outreach activities including the Secretary's Hometown Diplomat Program, monthly NGO briefings, educational digital-video conferences, and public speaking engagements. • Conducted over 800 Washington and regional events for Department's speakers program. • Conducted 20 town meetings across the U.S. **Outreach to colleges/universities:** • Reached over 17,000 students through in-house briefings and programs. **Educational Curriculum Materials:** • Published supplement to Weekly Reader Magazine to 1,375,000 students. • Initiated CD-ROM curriculum project to reach 20,000 American college/university libraries and community organizations. **State and local government activities/events:** • Facilitated Embassy and Consulate assistance to overseas delegations for 140 state and local government officials. • Responded to 360 requests for information about U.S. foreign policy from governors, mayors, and other state and local officials.
	2003	• Distributed 14,000 curriculum video packages to U.S. educators. • Conducted over 1,500 outreach activities. • Reached over 12,000 students through in-house briefings and other programs. • Conducted 23 student town meetings at high schools and colleges. • Conducted over 600 Washington and regional events for the Department's Speakers Program.

STRATEGIC OBJECTIVE #4:
STRENGTHEN DIPLOMATIC AND PROGRAM CAPABILITIES

The fulfillment of the joint State-USAID mission and the achievement of our policy goals are inextricably linked to a foundation of sound management and organizational excellence required by the President's Management Agenda. The Department and USAID are committed to maintaining a well-qualified workforce, supported by modern infrastructure that provides the tools to achieve our diplomatic and development goals worldwide. Building this foundation will require significant investments in people, systems, and facilities.

STRATEGIC GOAL 12: MANAGEMENT AND ORGANIZATIONAL EXCELLENCE

Ensure a High Quality Workforce Supported by Modern and Secure Infrastructure and Operational Capacities

I. Public Benefit

The Department of State and USAID continue to pursue human resource initiatives aimed at building, deploying, and sustaining a knowledgeable, diverse, and high-performing workforce. For example, State and USAID maintain and develop robust training programs with emphasis on skills that can help achieve transformational diplomacy and development, such as advanced foreign language proficiency, public diplomacy, and leadership and management preparedness. Both agencies have also made a concerted effort to use commercial best practices to deploy secure, modern office automation platforms, secure global networks (unclassified, classified, and the Internet), a centrally managed information technology infrastructure, a modern messaging/archiving/knowledge management system, streamlined administrative systems, and a customer-focused portal.

In support of the Secretary's vision for Transformational Diplomacy, the Department of State has identified a set of six priority crosscutting areas, for which it has developed an action plan with measurable milestones and metrics for tracking progress: (1) Build on our success under the President's Management Agenda by getting to green and staying there; (2) Remove some support functions from danger posts to regional and central support centers at medium and large posts; (3) Strengthen open yet secure U.S. borders by maximizing legitimate travel to the U.S. while denying entry to those who would do the United States harm; (4) Improve training opportunities and curricula for employees; (5) Improve the quality of life for employees whether domestic or abroad and (6) Use technology to produce accurate information that supports decision makers and make that information available anytime, anywhere. The Department continues to maintain and develop skills that can help achieve transformational diplomacy and development, such as advanced foreign language proficiency, public diplomacy, and leadership and management preparedness.

Under Secretary Henrietta Fore visits the Salaam Baalak Trust outreach center and shelter in New Delhi, India, April 2006. USAID supports a comprehensive HIV/AIDS awareness and prevention project through the center to meet the special needs of street and vulnerable children. State Department Photo

MAJOR POST CONSTRUCTION (EMBASSY, CONSULATE, POST ANNEX) SINCE 2001

Data current as of October 4, 2006

- ● Post Construction Completed
- ● Post Under Construction
- ○ Other Post

Area of inset map

Ciudad Juarez

Lima

Sao Paulo

Johannesburg

Cape Town

Astana

Tashkent

Dushanbe

Beijing

Kabul

Kathmandu

Doha

Rangoon

Mumbai

Abu Dhabi

Phnom Penh

Koror

Kolonia

Surabaya

Dili

Suva

Khartoum

Bamako NEC

Djibouti

Conakry

Freetown

Abuja

Abidjan

Lome

Accra

Yaounde

Libreville

Kampala

Nairobi

Kigali

Dar es Salaam

Luanda

Port au Prince

Belmopan

Kingston

Bridgetown

Managua

Panama

Bogota

Quito

Berlin

Frankfurt am Main

Tbilisi

Zagreb

Yerevan

Sofia

Istanbul

Tirana

Skopje

Athens

Baghdad

Algiers

Tunis

Jerusalem

Boundary representation is not necessarily authoritative

10434 10-06 STATE (INR)

The Department of State and USAID established joint management centers at some overseas locations in FY 2006. The consolidation has resulted in cost savings and, by allowing cross-bidding across management positions in State and USAID, has increased understanding and information sharing between the agencies. In addition, integrated budgeting, planning, and performance measurement processes, together with effective financial management and demonstrated financial accountability, are enhancing the management and performance of State and USAID, which will help ensure that resources are well managed and judiciously used. The American people will be able to see how well programs perform, and the costs they incur for that performance.

II. Selected Performance Trends

Percent of Language Students Attaining Skill Objectives

Year	Percent
2003	78
2004	88
2005	87
2006	84
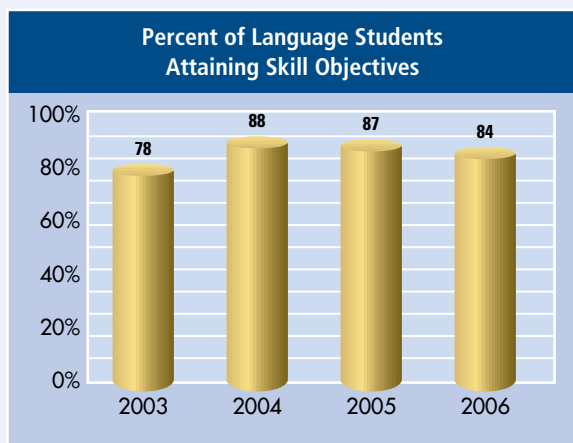
A Look to History: Management and Organizational Excellence

When Thomas Jefferson became the first Secretary of State in 1790, his small staff included a chief clerk, three other clerks, a translator, and one messenger. In an era before the telephone, e-mail, or fax, the Department of State communicated largely in writing. Clerks and officials wrote notes and letters to each other, and for the record, whether the other party was down the corridor, across the street, or across town. These notes and letters, including requests for meetings or action, were largely carried by the messenger. The Department of State hired more messengers as it grew larger. However, the written records of the U.S. Government and other institutions dropped considerably by the late 1920s and early 1930s, as the telephone gradually came into use and the number of messengers declined.
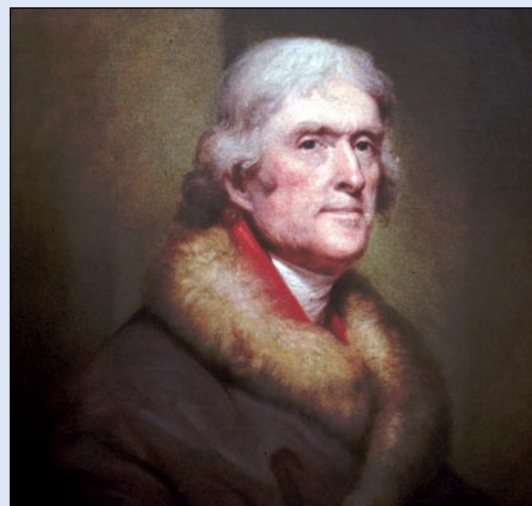
Thomas Jefferson, shown in a circa 1805 painting by artist Rembrandt Peale. AP/Wide World
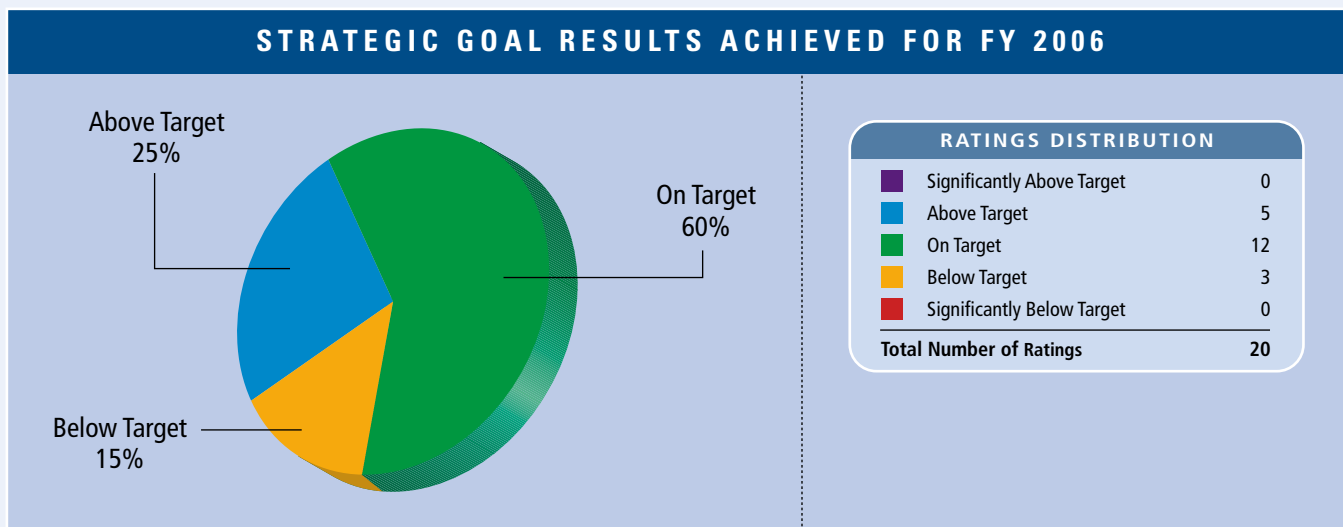
III. Strategic Context

Shown below are the performance goals, initiatives/programs, and the major resources, bureaus and partners that contribute to accomplishment of the Management and Organizational Excellence strategic goal. Acronyms are defined in the glossary at the back of this publication.

Strategic Goal	Performance Goal (Short Title)	Initiative/ Program	Major Resources	Lead Bureau(s)	External Partners
Management and Organizational Excellence	Human Resources and Training	Operational Readiness	D&CP, USAID Operating Expenses	FSI, HR, S/CRS, M	FCS, FAS, and other foreign affairs agencies
		Recruit and Hire Talented, Diverse Employees	D&CP, USAID Operating Expenses	HR, M	HBCU, HACU, OPM, Partnership for Public Service
		Career Development and Training	D&CP, USAID Operating Expenses	FSI, HR, M	FCS, FAS, and other foreign affairs agencies
		Americans Employed by UN System Organizations	D&CP, USAID Operating Expenses	IO	International organizations, other USG agencies
	Information Technology	Secure Global Network and Infrastructure	CIF, D&CP, ICASS, expedited passport fees, USAID Operating Expenses	IRM	Other USG Agencies at overseas posts
		Modern, Worldwide, Integrated Messaging	CIF, D&CP, USAID Operating Expenses	IRM	Other USG Agencies at overseas posts
	Diplomatic Security	Diplomatic Security / Worldwide Security Upgrades	D&CP	DS	N/A
	Overseas and Domestic Facilities	Capital Security Construction Program	ESC&M	OBO	Other agencies
		New Office Building for U.S. Mission to United Nations	D&CP	A	GSA, USUN, IO
		Compound Security Program	ESC&M	OBO	Diplomatic Security, regional bureaus, other USG agencies, industry, GAO, OIG, and Congress
	Resource Management	Improved Financial Performance	D&CP, USAID Operating Expenses	RM, PPC, M	OMB, GAO, Treasury
	Administrative Services	Worldwide Logistics: Integrated Logistics Management System (ILMS)	D&CP, USAID Operating Expenses	A	Various USG agencies
		Competitive Sourcing	D&CP, USAID Operating Expenses	A, M	OMB

IV. Performance Summary

The chart below summarizes the performance ratings for Department of State and USAID results for the Management and Organizational Excellence strategic goal.

STRATEGIC GOAL RESULTS ACHIEVED FOR FY 2006

Above Target
25%

On Target
60%

Below Target
15%

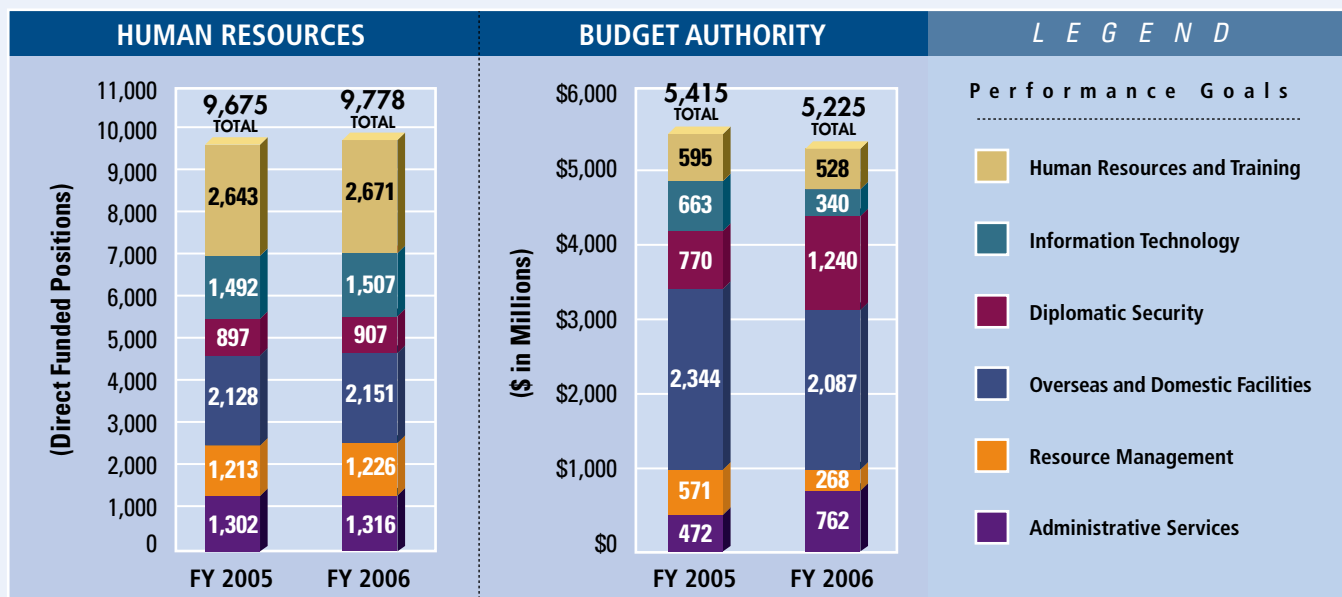| RATINGS DISTRIBUTION	
Significantly Above Target	0
Above Target	5
On Target	12
Below Target	3
Significantly Below Target	0
Total Number of Ratings	**20**

V. Performance Analysis

PERFORMANCE TRENDS. Both agencies have made continuous improvements in human capital management, operational readiness, and information technology management. The Foreign Service Institute met or exceeded its goals for leadership training enrollment and the effectiveness of its language training programs and the Department continued to meet its goals for deploying Foreign Service generalists with the right language skills and slightly improved the diversity of new Foreign Service generalists hired in 2006.

HIGH-LEVEL RESULTS. Both State and USAID met or exceeded human resources goals in recruitment, placement, and skills development; both agencies developed and deployed information technology systems that were reliable, accessible, and accurate; and the Department made significant strides to build, maintain and upgrade secure facilities overseas.

RESULTS SIGNIFICANTLY ABOVE OR SIGNIFICANTLY BELOW TARGET. No results were evaluated significantly above or significantly below target.

KEY INITIATIVES AND PROGRAMS. Major FY 2006 investments in the people who manage foreign affairs, the facilities in which they work, and the systems that support diplomacy worldwide included: $598 million to preserve, maintain, repair, and plan for buildings owned or directly leased by the Department of State; $910 million for security-related construction and physical security and rehabilitation of U.S. embassies and consulates; $9.4 million for the protection of foreign missions and officials; and $128 million for the capital investment fund and the modernization of information technology systems and networks.

VI. Resources Invested

HUMAN RESOURCES

(Direct Funded Positions)

9,675 TOTAL (FY 2005)
- 2,643
- 1,492
- 897
- 2,128
- 1,213
- 1,302

9,778 TOTAL (FY 2006)
- 2,671
- 1,507
- 907
- 2,151
- 1,226
- 1,316

BUDGET AUTHORITY

($ in Millions)

5,415 TOTAL (FY 2005)
- 595
- 663
- 770
- 2,344
- 571
- 472

5,225 TOTAL (FY 2006)
- 528
- 340
- 1,240
- 2,087
- 268
- 762

LEGEND

Performance Goals

- Human Resources and Training
- Information Technology
- Diplomatic Security
- Overseas and Domestic Facilities
- Resource Management
- Administrative Services

U.S. Ambassador Janet A. Sanderson, left, shakes hands with Haitian Prime Minister Jacques Edouard Alexis at the Prime Minister's office in Port-au-Prince, Haiti, September 2006.
AP/Wide World

VII. Performance Results

For each initiative/program that supports accomplishment of this strategic goal, the most critical FY 2006 performance indicators and targets are shown below.

ANNUAL PERFORMANCE GOAL 1

A HIGH PERFORMING, WELL-TRAINED, AND DIVERSE WORKFORCE ALIGNED WITH MISSION REQUIREMENTS.

I/P: OPERATIONAL READINESS	
INDICATOR: Percentage of USAID Recruitment Goals Met	
PART Output	

JUSTIFICATION: This measure shows how successful USAID is in filling positions that have been vacated through attrition or created to meet staffing requirements.

FY 2006 PERFORMANCE	Target	95% of 210 positions.
	Results	100% of 210.
	Rating	🟩 **On Target**
	Impact	Success in recruitment is critical for USAID as a significant proportion of the workforce will be eligible for retirement over the next few years.
PERFORMANCE DATA	**Data Source**	Preliminary data from USAID's Office of Human Resources.
	Data Quality (Verification)	The Agency's performance data are verified using Data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).
PAST PERFORMANCE	**2005**	123% of 210 positions.
	2004	99.5% of 212 positions.
	2003	**Baseline:** 100% of 151 positions.

I/P: RECRUIT AND HIRE TALENTED, DIVERSE EMPLOYEES

INDICATOR: Diversity of New Hires in the Foreign Service and Civil Service

Output

JUSTIFICATION: Our goal is to hire, not just to recruit, diverse employees. We are working to develop an outcome measure based on the diversity of hiring as an important tool to measure the true outcome of various recruitment efforts.

FY 2006 PERFORMANCE		
Target	Increase diversity of applicants and hires in the Foreign Service; increase diversity of participants in student programs aimed at recruitment.	
Results	Racial and ethnic diversity is only one aspect of a more diverse workforce. 20 percent of Foreign Service Generalists and 22 percent of Foreign Service Specialists hired in 2006 were minorities. 32 percent of student program participants were minorities.	
Rating	🟩 **On Target**	
Impact	The Department is committed to attracting and promoting a diverse workforce that reflects the talent of the United States.	

PERFORMANCE DATA		
Data Source	Self reporting of race and national origin by new employees. This indicator is measured within the Bureau of Human Resources using hiring and recruitment data.
Data Quality (Verification)	New hires are asked to self-identify their minority status. The number of participants declining to answer has been increasing. In FY2003, 11 percent of student program participants chose not to respond when asked to identify their race/ethnicity, whereas in FY2006, 22 percent chose not to respond.

PAST PERFORMANCE		
2005	Racial and ethnic diversity is only one aspect of a more diverse workforce. 19 percent of Foreign Service Generalists and 22 percent of Foreign Service Specialists hired in 2005 were minorities. 35.7 percent of student program participants were minorities.
2004	Racial and ethnic diversity is only one aspect of a more diverse workforce. 21 percent of Foreign Service Generalists and 25 percent of Foreign Service Specialists hired in 2004 were minorities. 38.5 percent of student program participants were minorities.
2003	Racial and ethnic diversity is only one aspect of a more diverse workforce. 19 percent of Foreign Service Generalists and 28 percent of Foreign Service Specialists hired in 2003 were minorities. 36.4 percent of student program participants were minorities.

I/P: CAREER DEVELOPMENT AND TRAINING

INDICATOR: Mandatory Leadership Training Participation

Input

JUSTIFICATION: Course enrollments best validate the number of employees completing mandatory leadership/management training.

FY 2006 PERFORMANCE		
Target	Mandatory Leadership/Management training for 99% percent (6,900) of eligible target audience (7,000).
Results	Based on preliminary data, there are 8,775 completed enrollments in mandatory leadership training courses (about 113% of adjusted target).
Rating	🟦 **Above Target**
Impact	Leadership and management training promotes a leadership culture designed to improve the Department's management cadre and develop those who will eventually assume positions of leadership.

PERFORMANCE DATA		
Data Source	Student Training Management System.
Data Quality (Verification)	The indicator is based on course enrollments generated from the Department's corporate training database and are reliable. Fluctuation in database records may, at any given time, reflect enrollments numbers that slightly differ, though with little, if any, appreciable impact.

PAST PERFORMANCE		
2005	Through FY 2005, there were more than 6,700 completed enrollments in mandatory leadership training courses (about 87% of adjusted target, or 13% ahead of original end-of-FY target of 74%).
2004	64% of target audience has completed Mandatory leadership/management training, exceeding end-of-FY 49% target.
2003	• 36% of target audience completed Mandatory leadership/ management training, exceeding 25% target. • Senior Executive Training Seminar course initiated.

I/P: CAREER DEVELOPMENT AND TRAINING *(continued)*

INDICATOR: Percentage of Employees Assigned to Language Designated Positions Who Meet the Requirement of the Position

Input

JUSTIFICATION: This is a useful indicator of how well the assignments process works to place people with needed skills. However, as the baseline changes due to increasing and varied requirements and due to the Career Development initiatives' emphasis on new language designated positions, the percentage may not increase. Finally, success is partially controlled by resources available for training and sufficient personnel to accommodate training while still meeting other mission requirements.

FY 2006 PERFORMANCE		
Target	80% or better fully meet the requirements, contingent on receiving funding request for FY 2007 foreign language programs.
Results	Preliminary data indicate that performance is on target for FY 2006. Complete results will be reported to Congress in February 2007.
Rating	🟩 **On Target**
Impact	Diplomatic efforts will be more successful as employees with the appropriate language skills are deployed overseas. The Department will better engage host governments, local populations, and allies when implementing programs, communicating policies, and advocating positions.

PERFORMANCE DATA		
Data Source	This indicator is calculated by the Bureau of Human Resources, based on panel actions in the previous fiscal year (e.g. FY 2005 figures are based on FY 2004 panel actions). Actions for the current fiscal year are not available until the end of the fiscal year. This indicator is reported yearly to Congress as required by statute.
Data Quality (Verification)	Confidence in the data is high: the data are reported electronically and stored in a database; post reports are solicited and verified by human resources professionals in Washington.

PAST PERFORMANCE		
2005	In FY 2005, 82.34% fully met and 10.79 percent partially met requirements.
2004	In FY 2004, 82.55% fully met and 9.89 percent partially met requirements.
2003	In CY 2003, 83% fully met and 12 percent partially met requirements.

INDICATOR: Percent of Language Students Attaining Skill Objectives From Training

Output

JUSTIFICATION: The data are screened and provide the most accurate measure for tracking performance: the time spent in language training and resulting end-of-training test results.

FY 2006 PERFORMANCE		
Target	75% or better.
Results	84%.
Rating	🟩 **On Target**
Impact	The Department will deploy staff with the right language skills and improve the effectiveness of programs and policies.

PERFORMANCE DATA		
Data Source	Student Training Management System.
Data Quality (Verification)	The indicator is based on test result scores maintained in the Department's corporate training database, and are reliable. Fluctuation in database records may, at any given time, reflect numbers that slightly differ, though with little, if any, appreciable impact.

PAST PERFORMANCE		
2005	87%.
2004	88%.
2003	78%.

I/P: AMERICANS EMPLOYED BY UN SYSTEM ORGANIZATIONS

INDICATOR: Average Percentage of UN System Organizations' Workforce (Positions Subject to Geographical Distribution) That is American

Output

JUSTIFICATION: The annual targets and results are averages among international organizations where the United States is most inequitably employed or which attract a high level of interest. By tracking averages over a number of years, the Department will know whether or not it is increasing the percentage of Americans working in UN System organizations.

FY 2006 PERFORMANCE		
Target	11.0%.	
Results	10.4%.	
Rating	🟧 Below Target	
Impact	The lack of progress in FY 2006 (CY 2005) necessitates a downward adjustment to our out-year targets. The number of Americans matters because they bring values, ideals, skills, and experience to the job that can help the efficiency and effectiveness of international organizations.	
Reason for Shortfall	On average, employment of Americans did not increase as fast as total employment in posts subject to geographical distribution in the targeted organizations.	
Steps to Improve	Department increased staffing dedicated to this initiative, is trying to identify new sources of candidates, is planning to do more targeted outreach, will increase the information on international organization employment on its website, and will begin the process of evaluating the feasibility of maintaining a roster of candidates and funding Junior Professional Officers.	

PERFORMANCE DATA		
Data Source	Data are derived from annual Department requests to posts/missions to obtain information directly from individual international organizations for forwarding to the Department for analysis.	
Data Quality (Verification)	The Department submits a report to Congress on this issue each year. U.S. missions accredited to international organizations gather from those organizations and report to Washington needed data to complete the report.	

PAST PERFORMANCE		
2005	10.7%.	
2004	CY 2003 Result: 11.5%.	
2003	CY 2002 Result: 11.6%.	

Maura Harty, Assistant Secretary of State for Consular Affairs, right, briefs the press on the evacuation of Lebanon on July 19, 2006, at the State Department in Washington. At left is U.S. Army Brig. Gen. Michael Barbero, Deputy Director for Regional Operations of the Joint Chiefs of Staff. AP/Wide World

ANNUAL PERFORMANCE GOAL 2

MODERNIZED, SECURE, AND HIGH QUALITY INFORMATION TECHNOLOGY MANAGEMENT AND INFRASTRUCTURE THAT MEET CRITICAL BUSINESS REQUIREMENTS.

I/P: SECURE GLOBAL NETWORK AND INFRASTRUCTURE
INDICATOR: Progress Toward Centralized, Secure, and Modern Global IT Infrastructure
Input

JUSTIFICATION: The indicator directly measures the reliability, accessibility, and security of the Department's information technology infrastructure.

<table>
<tr>
<td rowspan="4">FY 2006 PERFORMANCE</td>
<td>Target</td>
<td>

Continue with the aggressive four-year life-cycle modernization program for OpenNet Plus and ClassNet.
Network availability to improve to 99.6%, and 40 additional virtual private networks at embassy tail circuits for a total of 300. Implementation plan for consolidating help desks, servers and desk tops completed.
Develop implementation plan for consolidation initiative.
Deploy 5,000 OpenNet Everywhere devices.

</td>
</tr>
<tr>
<td>Results</td>
<td>

174 additional domestic and overseas local area networks are modernized (101 OpenNet and 73 ClassNet).
Network availability is at an average rate of 99.6% or better achieved as result of exceeding the target total of 300 virtual private networks installed for embassy circuits.
Implementation plan for consolidation initiative completed.
4,669 OpenNet Everywhere devices deployed for core and occasional teleworkers.

</td>
</tr>
<tr>
<td>Rating</td>
<td>🟩   On Target</td>
</tr>
<tr>
<td>Impact</td>
<td>The elements (GITM, consolidation, mobile computing, and maintaining the secure global network) are critical to the Department's ability to provide a modernized, secure, and high quality infrastructure. Success of these elements will enable production of accurate information for decision makers and will make that information available anytime, anywhere in support of the foreign affairs mission.</td>
</tr>
<tr>
<td rowspan="2">PERFORMANCE DATA</td>
<td>Data Source</td>
<td>

Capital planning and investment control indicates cost, schedule and performance.
E-Gov monthly cost workbook indicates schedule and cost variance.
Monthly Priority Projects Briefing Book for the Undersecretary for Management indicates completed vs. planned installations.
Weekly Production Control Meetings address cost and schedule performance.
Integrated Enterprise Management System computes network reliability.
Bi-weekly status reports on IT consolidation to the Chief Information Officer.
Weekly activity reports on mobile computing to the Deputy CIO for Operations.

</td>
</tr>
<tr>
<td>Data Quality (Verification)</td>
<td>
On a monthly basis the E-Gov Program Office receives the most accurate and most current cost and schedule data for use in performing independent Earned Value Management calculations.

The IT Consolidation effort and Mobile Computing are fairly new initiatives and Senior management assesses data submitted on a weekly basis. Data quality in the IT Consolidation plan was checked against industry standard information provided by recognized IT consulting firms, e.g. Gartner Group and others.
</td>
</tr>
<tr>
<td rowspan="3">PAST PERFORMANCE</td>
<td>2005</td>
<td>

In second year of modernization program, completed 152 domestic and overseas OpenNet and ClassNet LAN modernizations that included 87 OpenNet and 76 ClassNet modernizations.
OpenNet Everywhere pilot test successfully completed.
Network availability increased to 99.5%. Installed a total of 261 virtual private networks for embassy circuits, thereby exceeding the target of 260 for FY 2005.

</td>
</tr>
<tr>
<td>2004</td>
<td>

Began modernization program to refresh and maintain classified and unclassified computers and core networking equipment such as servers as switches.
Installed virtual private networks at 200 posts requiring this type of networking support. Network availability improved to an average of 99%.

</td>
</tr>
<tr>
<td>2003</td>
<td>

OpenNet Plus project completed. More than 43,000 users representing all of the Department's knowledge workers had desktop Internet access. The Classified Computer Program was expanded to all 224 eligible overseas posts.
Installed 125 virtual private networks and network availability improved to 98%.

</td>
</tr>
</table>

I/P: SECURE GLOBAL NETWORK AND INFRASTRUCTURE (CONTINUED)

INDICATOR: Percentage of Mission Critical IT Systems Certified and Accredited

PART Output

JUSTIFICATION: This indicator reflects the degree to which USAID systems meet generally accepted standards for security in support of our goal of keeping information safe from compromise.

FY 2006 PERFORMANCE		
Target	100%.	
Results	100%.	
Rating	🟩	**On Target**
Impact	The 100% certification and accreditation of USAID's nine mission critical IT systems and applications will enable the Agency to perform its mission critical financial and inspection functions for development and humanitarian relief at reduced risk. The mission critical systems include the Agency's internal communications network, office-specific information systems of the Inspector General and the Office of Foreign Disaster Assistance , the New Management Systems Acquisition and Assistance Module, and the Phoenix and related financial systems.	

PERFORMANCE DATA		
Data Source	USAID Information Systems Security Officer (ISSO).	
Data Quality (Verification)	The Agency's performance data are verified using Data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).	

PAST PERFORMANCE		
2005	100%.	
2004	100%.	
2003	N/A.	

INDICATOR: Percent of Information Security Vulnerabilities Per Information Technology Hardware Item

PART Output

JUSTIFICATION: This measure indicates how well USAID information stored on and processed through its IT systems is protected. USAID's goal is to continually reduce vulnerabilities through FY 2009.

FY 2006 PERFORMANCE		
Target	Less than 25% of USAID systems have a vulnerability score of greater than 100 as measured by USAID's Information Systems Security Officer.	
Results	3.2% of USAID systems have a vulnerability score of greater than 100 (525/16,596).	
Rating	🟦	**Above Target**
Impact	As a result of achieving low information security vulnerabilities per IT hardware item, the Agency operates in a more secure environment. This is important because it allows the Agency to carry out its day-to-day activities and accomplish its mission with minimal disruption.	

PERFORMANCE DATA		
Data Source	USAID Information Systems Security Officer.	
Data Quality (Verification)	The Agency's performance data are verified using Data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).	

PAST PERFORMANCE		
2005	0.054% of USAID systems have a vulnerability score of greater than 100.	
2004	9% of USAID systems have a vulnerability score of greater than 100.	
2003	N/A.	

I/P: MODERN, WORLDWIDE, INTEGRATED MESSAGING

INDICATOR: Modern Messaging, Dynamic Archiving, and Information Sharing

Output

JUSTIFICATION: This indicator is appropriate for assessing the Department's overall performance on the SMART project, which will implement a modern, simple and secure, messaging system.

FY 2006 PERFORMANCE	Target	● Complete detailed management planning and re-baselining. ● Conduct design work for all SMART components. ● Establish development and testing laboratory. ● Conduct development work for SMART quick-win functionality.
	Results	● Department decision made to bring SMART in-house, resulting in a planning and baseline effort. ● Design work initiated for all SMART components. ● Management and control plans revised and updated. ● Development and test laboratory established. ● Development work conducted for SMART quick-win functionality.
	Rating	■ **On Target**
	Impact	SMART represents one of the Department's top priorities. Its success is critical to the ability to provide a modernized, secure, and high quality infrastructure that will enable production of accurate information for decision makers and will make that information available anytime, anywhere in support of the foreign affairs mission.
PERFORMANCE DATA	Data Source	● Capital planning and investment control tracks cost, schedule and performance. ● E-Gov monthly cost workbook tracks schedule and cost variance. ● Monthly SMART steering committee meetings provide a status update to the Under Secretary for Management.
	Data Quality (Verification)	On a monthly basis the SMART program office provides the E-Gov Program Office with the most accurate and most current cost and schedule data available for use in performing independent earned value management calculations.
PAST PERFORMANCE	2005	A requirements review resulted in a validated list of derived systems requirements. Based on a number of usability tests and demonstrations, the decision was reached to move forward with a revised architecture that leverages the Department's existing modern email infrastructure for the transmission of formal command and control messaging traffic.
	2004	The contractor requested a three-week delay to investigate a hybrid solution, which led to the establishment of the phase 1A beta solution with an end date of 10/15/04. Design demonstration completed and secure processing facility installed.
	2003	The Secretary of State approved a new need-to-know policy; SMART prototype (proof-of concept) developed and evaluated; centralized approach approved; integrated acquisition team established.

ANNUAL PERFORMANCE GOAL 3

PERSONNEL ARE SAFE FROM PHYSICAL HARM AND NATIONAL SECURITY INFORMATION IS SAFE FROM COMPROMISE.

I/P: DIPLOMATIC SECURITY / WORLDWIDE SECURITY UPGRADES

INDICATOR: Installation of Technical Security Upgrade Equipment

PART Output

JUSTIFICATION: Technical security upgrade projects provide critical security countermeasures for U.S. diplomatic missions abroad. These upgrades include facility power and conduit infrastructure, as well as technical security equipment.

FY 2006 PERFORMANCE		
Target	Complete 35 upgrades as part of a cyclical replacement program.	
Results	35 upgrades were completed in FY 2006.	
Rating	🟩 **On Target**	
Impact	Improving technical security at overseas posts through on-time completion of projects contributes directly to the Department's goal of providing a safe and secure environment for U.S. personnel and property.	

PERFORMANCE DATA		
Data Source	Data are verified and compiled on a quarterly basis from both our program managers and with posts to ensure deliverables and installation.	
Data Quality (Verification)	Analytical assessments are conducted to determine replacement life cycles and add to replacement schedule.	

PAST PERFORMANCE		
2005	29 upgrade projects completed, including Frankfurt.	
2004	Technical security upgrades were completed at 142 posts, exceeding the initial target of 133.	
2003	Technical security upgrades completed at 111 out of 133 posts, i.e. embassies or consulates.	

Mobile Computing

The Mobile Computing initiative, known as OpenNet Everywhere, allows an authorized user "anywhere/anytime remote access to the Department's sensitive-but-unclassified network (OpenNet) from any Internet-connected computer that meets system specifications. The system provides a user with access to the Microsoft Office suite (including Outlook e-mail); Adobe Acrobat Reader; Internet Explorer; Windows Explorer; and WinZip. A user can also map to shared network drives, access the OpenNet Intranet home page and most of the linked websites from that page. Most importantly, access to the network is accomplished securely, and data are maintained centrally on servers, not on users' personal computers, thus allowing the Department to avoid potential security violations and compromise of information. At the end of FY 2006, the Department had over 4,600 core and occasional teleworkers using this system against the goal of 5,000 users by the end of FY 2006. The core teleworkers fulfill the Congressionally mandated requirement for a Department telework program.

State Department Photo

I/P: DIPLOMATIC SECURITY / WORLDWIDE SECURITY UPGRADES *(continued)*

INDICATOR: Deployment of Chemical Weapons/Biological Weapons Countermeasure Masks to Posts Abroad

PART Output

JUSTIFICATION: Chemical and biological weapons training and equipment serve to minimize casualties resulting from an attack on overseas personnel. This indicator directly measures the delivery of training and equipment.

FY 2006 PERFORMANCE	**Target**	Conduct weapons of mass destruction training at 85 out of 256 overseas posts. Begin to deploy countermeasures masks to 60 of 240 posts during the first year of a four-year phased equipment replacement cycle.
	Results	The Department exceeded the target of training 85 posts. A total of 100 posts (approximately 20,712 employees) received overseas training. The first phase of a four-year equipment replacement cycle will begin in FY 2007. A total of 23,400 replacement masks are in the final stages of a procurement cycle, which was delayed due to the completion of testing. Deployment and training on the replacement masks is expected to be completed in FY 2007.
	Rating	▪ Above Target
	Impact	Weapons of mass destruction training directly supports the Department's goal of protection of personnel working overseas for the advancement of U.S. foreign policy.
PERFORMANCE DATA	**Data Source**	Data are verified through a training database and trip reports to ensure deliverables are met.
	Data Quality (Verification)	Training personnel on protective measures is essential in order to survive a chemical or biological attack. The program conducts assessments annually on how many locations require training to ensure adequate training and protection is provided.
PAST PERFORMANCE	**2005**	A total of 125 posts received training. Overseas training covered approximately 31,291 employees.
	2004	The Department completed an aggregate total of 207 posts out of 240. Overseas training covered approximately 33,155 employees.
	2003	77 of 240 posts provided with and trained in the use of countermeasure equipment, including 25,528 overseas personnel trained and 95 courses provided for security professionals being trained overseas.

Ambassador David Mulford speaks in Mumbai, India during a ceremony for victims of the 9/11 terrorist attacks on the homeland, September 2006. AP/Wide World

ANNUAL PERFORMANCE GOAL 4

SAFE, SECURE AND FUNCTIONAL FACILITIES SERVING DOMESTIC AND OVERSEAS STAFF.

I/P: CAPITAL SECURITY CONSTRUCTION PROGRAM

INDICATOR: Number of New Sites Acquired for Capital Security Construction Projects in Accordance With the Long-Range Overseas Building Plan Schedule

PART Output

JUSTIFICATION: The indicator was chosen as the most comprehensive in determining the actual acquisition of a building site that is essential before constructing a new embassy compound.

FY 2006 PERFORMANCE		
Target	Acquire seven new sites for capital security construction projects.	
Results	Eight new embassy compound sites were acquired in the fiscal year.	
Rating	■	**Above Target**
Impact	Capital security construction programs proceeding on schedule and as planned provide secure, safe, and functional facilities to U.S. Government employees overseas.	

PERFORMANCE DATA		
Data Source	Real estate contracts and official settlement documents are maintained by the Department.
Data Quality (Verification)	Data quality are excellent as results are determined through official settlement/closing records between the U.S. Government and the seller(s).

PAST PERFORMANCE		
2005	10 new embassy compound sites were acquired in the fiscal year against a target of nine sites.
2004	Eight new embassy compound sites were acquired during the fiscal year.
2003	Six new sites were acquired for capital security construction projects.

From left, Richard Graves of KBR Services, Macedonian President Branko Crvenkovski, U.S. Ambassador to Macedonia Gillian Milovanovic, Overseas Buildings Operations Director Charles Williams and OBO Project Director Stephen Ziegenfuss pose during a ground breaking ceremony for the new U.S. Embassy compound in Macedonia's capital Skopje, March 2006.
AP/Wide World

I/P: CAPITAL SECURITY CONSTRUCTION PROGRAM *(continued)*

INDICATOR: Number of Capital Security Construction Projects Awarded In Accordance With Long-Range Overseas Building Plan

PART Output

JUSTIFICATION: The indicator represents an essential step in getting new capital security construction projects into construction. Once the projects are funded and the contracts awarded, other performance measures are used to track completion.

FY 2006 PERFORMANCE	**Target**	Award 13 new capital security construction projects.
	Results	10 new capital security construction projects were awarded during the fiscal year.
	Rating	🟧 **Below Target**
	Impact	Capital security program proceeding on schedule as planned provides secure, safe, and functional facilities for U.S. Government employees.
	Reason for Shortfall	The Beirut new embassy compound award timeline was delayed during the recent conflict to allow regional logistics to return to normal and provide a more reasonable procurement atmosphere at post-conflict risk conditions. Two transactions extended past the target deadline to undertake contract negotiations and procurement strategies to offset unexpectedly high inflation and risky political conditions. An additional planned award was deferred by Department re-prioritization to advance Karachi new consulate in the wake of a terrorist attack in March 2006.
	Steps to Improve	The Department plans to award all three capital security projects in 1st quarter FY 2007.
PERFORMANCE DATA	**Data Source**	Awarded contracts file maintained by the Bureau of Overseas Building Operations.
	Data Quality (Verification)	Data quality is excellent as fiscal year results are determined based on actual construction contracts having been signed between the U.S. Government and the contractor.
PAST PERFORMANCE	**2005**	13 capital security construction projects were awarded in the fiscal year in addition to the Baghdad new embassy compound project which was funded as a "non-security" type project.
	2004	Awarded 13 new capital construction projects (above target).
	2003	Awarded nine new capital security construction projects.

Construction cranes tower above the building site of the U.S. embassy in Baghdad, Iraq, March 2006. AP/Wide World

I/P: NEW OFFICE BUILDING FOR U.S. MISSION TO UNITED NATIONS

INDICATOR: U.S. Mission to the UN (USUN) New Construction

Output

JUSTIFICATION: Award of the construction contract, initiation of the construction effort and completion of that construction effort makes the New Office Building available for occupancy. This represents a fundamental portion of the effort to provide a secure, safe and functional workspace for the USUN staff as well as other Department of State activities located in New York City.

FY 2006 PERFORMANCE		
Target	The New Office Building project is 25% complete according to the project timeline.	
Results	The project is on-schedule and is 25% complete (this represents the projected time from bid to occupancy). Specific accomplishments this year include foundation preparation, concrete placement for all the foundations and the floor and walls of the basement. The concrete placement of the first floor slab has been initiated and effort has started on the first floor concrete walls.	
Rating	🟩 On Target	
Impact	Future construction is expected to adhere to the revised 2006 schedule.	

PERFORMANCE DATA		
Data Source	General Services Administration and Department of State's USUN Building Project Manager.	
Data Quality (Verification)	The data represent verifiable design and construction milestones.	

PAST PERFORMANCE		
2005	• Demolition of the Existing Office Building was completed on the revised contract completion date, April 2005. • The second phase of the two-phase solicitation for construction contractors was executed, and proposals were received January 2005.
2004	• The U.S. Mission relocated to the Interim Office Building and opened for business June 14, 2004. • The demolition contract for the Existing Office Building was awarded and notice to proceed was issued July 17, 2004.
2003	• $14.0 million Interim Office Building funding obtained. • General Services Administration unable to finalize lease in FY 2003. Lease signing and build-out delayed to FY 2004.

I/P: COMPOUND SECURITY PROGRAM

INDICATOR: Number of Technical Security Projects Completed Each Fiscal Year In Accordance With the Schedule

PART Output

JUSTIFICATION: This measure is the best indicator at this time in determining that the technical security installation and upgrade projects are being performed on schedule.

FY 2006 PERFORMANCE		
Target	Complete next group of 71 technical security installations and upgrade projects per schedule, out of a total of 275 projects scheduled between FY 2004-2007.	
Results	71 technical security installation and upgrade projects were completed in the fiscal year.	
Rating	🟩 On Target	
Impact	Completed technical security projects provide added security protection for overseas employees performing work in embassies and consulates.	

PERFORMANCE DATA		
Data Source	Project closeout records maintained in the Department of State.	
Data Quality (Verification)	Data quality is excellent as the status/close out of the projects is reported by the project manager and confirmed by the post where the installation projects are taking place.	

PAST PERFORMANCE		
2005	90 technical security installation and upgrade projects were completed during the fiscal year against a target of 70 such projects.
2004	81 technical security installation and upgrade projects were completed in the fiscal year.
2003	71 technical security installation and upgrade projects were completed in the fiscal year.

I/P: COMPOUND SECURITY PROGRAM *(continued)*

INDICATOR: Percent of USAID Missions Not Co-Located With Department of State Receiving Targeted Physical Security Enhancements Within a Given Year

PART Output

JUSTIFICATION: USAID is committed to protection of its workforce and will harden the defenses of the missions for which it is responsible for physical security. This measure will capture USAID's success in completing ongoing physical security enhancements. In particular, it will indicate success for two key phases: perimeter security (2005-2006) and building exterior and interior equipment upgrades (2007-2009).

FY 2006 PERFORMANCE		
Target	41% of USAID Missions.	
Results	41% of USAID Missions.	
Rating	🟩	**On Target**
Impact	Providing the targeted physical security enhancements minimized potential vulnerabilities to the transnational terrorist threat, increasing security for USAID staff and enabling them to accomplish the Agency's development and humanitarian relief objectives.	

PERFORMANCE DATA	
Data Source	USAID Office of Security.
Data Quality (Verification)	The Agency's performance data are verified using Data Quality Assessments (DQA), and must meet five data quality standards of validity, integrity, precision, reliability and timeliness. The methodology used for conducting the DQAs must be well documented by each operating unit. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.5, http://www.usaid.gov/policy/ads/200/203.pdf).

PAST PERFORMANCE	
2005	33% of USAID Missions.
2004	**Baseline:** 31% of USAID Missions.
2003	N/A.

Liberian President Ellen Johnson Sirleaf, under the protection of Department of State Diplomatic Security special agents, waves to the crowd that gathered for a children's party at the Presidential Mansion in Monrovia, Liberia, January 2006. AP/Wide World

ANNUAL PERFORMANCE GOAL 5

INTEGRATED BUDGETING, PLANNING AND PERFORMANCE MANAGEMENT; EFFECTIVE FINANCIAL MANAGEMENT; AND DEMONSTRATED FINANCIAL ACCOUNTABILITY.

I/P: IMPROVED FINANCIAL PERFORMANCE

INDICATOR: Percentage of Overseas Budget Processed by Direct Connect

Output

JUSTIFICATION: This indicator directly tracks the use of integrated financial management systems to account for the overseas budget.

FY 2006 PERFORMANCE		
Target	Increase percentage of the total overseas budget processed by Direct Connect (i.e., on-line) posts to at least 66%. This represents an increase of total posts using Direct Connect from 29 to 50 posts.	
Results	The number of posts using Direct Connect as of 9/30/06 was 58, which represents 60% of the overseas budget dollars.	
Rating	🟩	**On Target**
Impact	Implementation of Direct Connect advances the Department's objective to have integrated global financial systems that support strategic decision making, mission performance, and improved accountability.	

PERFORMANCE DATA	
Data Source	Department of State reports maintained by the Office of the Deputy Chief Financial Officer.
Data Quality (Verification)	The data quality is considered to be excellent. The Charleston Financial Center provides the training and implementation for the application and tracks the data submission method and dollars for each post.

PAST PERFORMANCE	
2005	At the end of FY 2005, 29 posts were using Direct Connect, representing 45% of the overseas budget.
2004	The Department exceeded its target with 22 posts on Direct Connect representing 41% of the overseas budget.
2003	As a preliminary step, all overseas posts converted to the Regional Financial Management System.

Department of State Spokesman Sean McCormack gestures during a media briefing in Washington, D.C.

State Department Photo

ANNUAL PERFORMANCE GOAL 6

CUSTOMER-ORIENTED, INNOVATIVE DELIVERY OF ADMINISTRATIVE AND INFORMATION SERVICES, ACQUISITIONS, AND ASSISTANCE.

I/P: WORLDWIDE LOGISTICS: INTEGRATED LOGISTICS MANAGEMENT SYSTEM

INDICATOR: Integrated Logistics Management System Development and Implementation

Input

JUSTIFICATION: The selected performance indicators track the most critical success factors in the overall logistics management program of the Department.

FY 2006 PERFORMANCE		
Target	• Complete domestic deployment of asset management transportation and status tracking functions. • Complete design and development of integration with Global Financial Management System Phase 1. • Develop and begin deployment of secure system domestically. • Deploy enterprise performance management to domestic warehouses. • Conduct overseas pilots of selected supply chain management components.	
Results	• Completed domestic deployment of assaet management, transportation, and status tracking functions. • Completed design and development of integration with Global Financial Management System Phase 1. • Made planned progress with development and deployment of secure domestically. • Made planned progress with deployment of enterprise performance management to domestic warehouses.	
Rating	🟨 **Below Target**	
Impact	When fully implemented, this system will provide a more efficient, effective, customer-oriented global logistics support system, and it is thus an important component of the Department's Management and Organizational Excellence strategic goal. The consequences of the target shortfall include a delay in realizing end-to-end asset visibility across the enterprise and the extension of legacy system operations and maintenance costs that remain in service.	
Reason for Shortfall	Funding approved at levels significantly less than requested. Consequences and impact include a delay in overall return on investment and moderate life-cycle cost growth.	
Steps to Improve	Actions planned include a delay in overseas pilots and deployments consistent with projected available funding.	

PERFORMANCE DATA		
Data Source	Integrated Logistics Management System program management plan and earned value management system.	
Data Quality (Verification)	The performance data are accurate and complete. Data from posts are reviewed and verified on site; other data are verified by program supervisors in Washington, DC.	

PAST PERFORMANCE		
2005	Asset management 88% deployed in FY 2005, with full domestic deployment completed in December 2005.	
2004	• Requisitioning/procurement module deployed to all bureaus domestically with two overseas pilots. • Distribution module deployed to domestic warehouses. • Asset management deployed for motor vehicle and Worldwide Property Accountability System inventory and piloted in two domestic bureaus.	
2003	• Procurement module operational in four domestic bureaus (fully integrated with the Department's Central Financial Management System) and one overseas regional procurement facility. • Asset Management module piloted at one overseas post. • Diplomatic Pouch and Mail module fully deployed and operational at both the unclassified and classified pouch facilities.	

I/P: COMPETITIVE SOURCING

INDICATOR: Cost Savings or Cost Avoidance Generated through Competitive Sourcing

Outcome

JUSTIFICATION: This indicator measures the cost effectiveness of Competitive Sourcing results by comparing current cost of performance to the results of competitions between the public and private sectors.

FY 2006 PERFORMANCE	**Target**	15% cost savings or cost avoidance of competed areas' baseline costs, predominantly from standard competitions.
	Results	$79.2 million in projected cost savings to customers over 10 years, from one standard competition that was completed in FY 2006. This amount represents approximately 33% of the competed area's baseline costs. Customers are expected to save approximately $8 million per year, or $79.2 million over the life of the contract.
	Rating	■ **Above Target**
	Impact	Achievement of this Competitive Sourcing cost savings and/or cost avoidance target contributes to the Department's success in conducting its vital foreign policy mission while being effective and accountable stewards of the taxpayer's money.
PERFORMANCE DATA	**Data Source**	Competitive Sourcing Program Office.
	Data Quality (Verification)	OMB Circular A-76 provides guidance on how to calculate the cost of government performance versus the cost of contractor performance. The 15% targets for cost savings or cost avoidance refer to the percentage of the cost of the contract(s) services being competed. Until a particular service that is being competed has been identified (and its base costs determined), there is no dollar amount that can be cited in lieu of a percentage.
PAST PERFORMANCE	**2005**	$9.8 million in cost avoidance from streamlined competitions. This amount represents approximately 18% of competed areas' baseline costs.
	2004	**Baseline:** $6.2 million, predominantly in cost avoidance from streamlined competitions. This amount represents approximately 44% of competed areas' baseline costs.
	2003	N/A.

Mrs. Laura Bush is joined by participants in the U.S. State Department's partnership with FORTUNE's Most Powerful Women mentoring program May 2006 at the White House.
State Department Photo

RESOURCE SUMMARY

U.S. DEPARTMENT OF STATE OPERATIONS
APPROPRIATIONS ACT RESOURCES
($ in thousands)

STRATEGIC OBJECTIVE Strategic Goal	FY 2005 Positions (1)	FY 2005 Funds	FY 2006 Positions	FY 2006 Funds
ACHIEVE PEACE AND SECURITY				
RS Regional Stability	1,282	$ 1,896,939	1,295	$ 2,277,365
CT Counterterrorism	906	232,715	916	441,717
HS Homeland Security	567	259,473	573	143,225
WD Weapons of Mass Destruction	519	202,091	525	168,006
IC International Crime and Drugs	702	109,183	709	94,030
AC American Citizens	556	66,326	562	73,107
ADVANCE SUSTAINABLE DEVELOPMENT AND GLOBAL INTERESTS				
DE Democracy & Human Rights	830	352,238	839	272,600
EP Economic Prosperity and Security	1,553	457,576	1,570	467,634
SE Social & Environmental Issues	284	333,435	287	210,054
HR Humanitarian Response	552	47,738	558	37,573
PROMOTE INTERNATIONAL UNDERSTANDING				
PD Public Diplomacy and Public Affairs	2,251	569,898	2,275	853,213
STRENGTHEN DIPLOMATIC AND PROGRAM CAPABILITIES				
MG Management and Organizational Excellence	9,675	5,377,221	9,778	5,200,268
Strategic Goal Sub Total	**19,677**	**9,904,833**	**19,887**	**10,238,792**
Office of the Inspector General	314	30,028	318	30,945
International Commissions	345	63,273	345	66,478
F.S. Retirement & Disability Fund		132,600		131,700
GRAND TOTAL	**20,336**	**$ 10,130,734**	**20,550**	**$ 10,467,915**

[1] The "Positions" column denotes the number of direct-funded American positions.

RESOURCE SUMMARY

U.S. DEPARTMENT OF STATE & OTHER FOREIGN AFFAIRS AGENCIES
FOREIGN OPERATIONS AND FOOD AID RESOURCES

($ in thousands)

STRATEGIC OBJECTIVE Strategic Goal		FY 2005 Funds	FY 2006 Funds
ACHIEVE PEACE AND SECURITY			
RS	Regional Stability	$ 5,195,221	$ 4,483,749
CT	Counterterrorism	1,535,087	1,217,315
HS	Homeland Security	2,231	19,894
WD	Weapons of Mass Destruction	219,561	264,380
IC	International Crime and Drugs	1,809,093	1,565,195
AC	American Citizens	—	—
ADVANCE SUSTAINABLE DEVELOPMENT AND GLOBAL INTERESTS			
DE	Democracy & Human Rights	1,147,267	1,598,825
EP	Economic Prosperity and Security	2,196,707	2,532,330
SE	Social & Environmental Issues	1,972,596	3,331,894
HR	Humanitarian Response	1,131,557	1,125,464
PROMOTE INTERNATIONAL UNDERSTANDING			
PD	Public Diplomacy and Public Affairs	26,878	15,190
STRENGTHEN DIPLOMATIC AND PROGRAM CAPABILITIES			
MG	Management and Organizational Excellence	37,812	23,813
Strategic Goal Sub Total		**15,274,010**	**16,178,049**
OTHER FOREIGN OPERATIONS 2/		**4,351,000**	**4,681,253**
Total - Foreign Operations		**19,625,010**	**20,859,302**
AGRICULTURE - P.L. 480 Title II		1,173,000	1,138,500
GRAND TOTAL		**$ 20,798,010**	**$ 21,997,802**

[2] The FY 2005 and FY 2006 figures include international affairs resources (Function 150) for other U.S. Government agencies to which the Department provides foreign policy guidance (e.g., EXIM, OPIC, TDA, Peace Corps , Millennium Challenge), and international financial institutions.

WOMEN IN DIPLOMACY*

Ever since women were permitted to join the U.S. diplomatic corps in 1922, they have slowly but surely made their way to the highest leadership positions in the State Department. In 1933, Ruth Bryan Owen was appointed as the first female chief of mission as head of the U.S. embassy for Denmark and Iceland. The first woman appointed chief of mission at the ambassador level, Helen Eugenie Moore Anderson, was named ambassador to Denmark in 1949.

In the first 42 years following Ruth Owen's appointment as chief of mission (1933-1976), the number of female appointments as chief of mission or assistant secretaries of State stayed well within the single digits. The Ford administration broke this barrier, appointing seven female chiefs of mission and three women to senior positions. With the Carter administration, rapid progress began: 18 women were made chiefs of mission and 10 were appointed to other senior positions. Presidents Ronald Reagan and George H.W. Bush continued the trend, with 33 and 37 female appointments, respectively. The Clinton administration made a larger leap, appointing 116 women to the senior-most diplomatic posts. In his first term, President George W. Bush named 69 women to the highest diplomatic posts.

Since 2001, several women have been named ambassadors to Arab countries. Maureen Quinn was ambassador to Qatar from 2001 to 2004. During the same period, Marcelle Wahba was ambassador to the United Arab Emirates, and was succeeded by Michelle Sison, who had been the deputy chief of mission in Pakistan from 2000 to 2002. In 2003, Margaret Scobey was appointed ambassador to Syria. The rapid gains of the past decade are the culmination of over 70 years of incremental advances for women in U.S. diplomacy, and position women for new breakthroughs in leadership in the months and years ahead.

FIRSTS FOR FEMALE DIPLOMATS

1922 First woman admitted to the U.S. Foreign Service: Lucile Atcherson (FSO).*

1933 First female chief of mission at the minister rank: Ruth Bryan Owen, Denmark and Iceland.

1949 First woman chief of mission at the ambassador rank: Helen Eugenie Moore Anderson, Denmark.

1953 First female career diplomat chief of mission: Frances Willis (FSO), Switzerland. She was the third woman to be admitted to the Foreign Service.

1961 First female chief of mission outside of Europe and first to South Asia: Frances Willis (FSO), Ceylon.

1962 First woman to attain the rank of career ambassador: Frances Willis (FSO).

1965 First female African-American ambassador: Patricia Harris, Luxembourg.

1969 First female ambassador to a Caribbean country: Eileen Roberts Donovan (FSO), Barbados.

1971 First woman appointed to an international organization: Betty Dillon, representative to the International Civil Aviation Organization.

1972 First female ambassador to an African country: Jean Wilkowski (FSO), Zambia.

1973 First female assistant secretary of State: Carol Laise Bunker (FSO), Public Affairs.

1975 First female ambassador to a Pacific island nation: Mary Olmsted (FSO), Papua New Guinea and the Solomon Islands.

1977 First female Hispanic-American ambassador and first female ambassador to a Central American country: Mari-Luci Jarimillo, Honduras.

1977 First female Asian-American assistant secretary of State: Patsy Takemoto Mink, Oceans and International Environmental and Scientific Affairs.

1977 First female under secretary of State: Lucy Benson, Security Assistance, Science and Technology.

1978 First female ambassador to a South American country: Nancy Ostrander (FSO), Suriname.

1979 First female ambassador to an Asian country: Patricia Byrne (FSO), Burma.

1981 First female U.S. Permanent Representative to the United Nations: Jeane Kirkpatrick. In 1993, Madeleine Albright became the second woman appointed as U.S. Permanent Representative to the U.N.

1985 First woman to head a geographic bureau: Rozanne Ridgway (FSO), Assistant Secretary for European and Canadian Affairs.

1988 First female ambassador to a Middle Eastern country: April Catherine Glaspie (FSO), Iraq.

1994 First female Asian-American ambassador: March Fong Eu, Micronesia.

1997 First female Secretary of State: Madeleine Albright.

2005 First female African-American Secretary of State: Condoleezza Rice.

(FSO) Foreign Service officer. All others are non-career, political appointees.